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Sales Management

The Weekly Magazine for Marketing Executives



C. C. Younggreen
President, International Advertising Association

International Advertising Association
Initiates New Projects at Chicago

First Louisville Grocery Store
Survey Reveals Important Data



Modernism "Makes" the Chain Store Window

Chain stores are not as a rule receptive to advertiser's displays — yet several of the country's leading chains have been featuring the Glemby brands of hair nets in their best windows. ▲ This is because Glemby displays have always combined keen merchandising with an equally keen sense of what "goes big" with stores and public. ▲ Their effective recent use of the "modern" *motif* is an example of both Glemby's quickness to sense style trends — and Einson-Freeman ability to express them in displays.

THE BIOW COMPANY
INCORPORATED
ADVERTISING MERCHANDISING

NINE EAST FORTIETH STREET · NEW YORK
March 26, 1929

Einson-Freeman Co.,
511 East 72nd Street,
New York, N. Y.

Gentlemen:

As the merchandising type of advertising agency, we have always stressed the importance of window display in the marketing plan.

It is for this reason that we have called upon you so consistently during the nearly a decade that we have guided the advertising policies of S. Glemby's Sons Co., Inc.

And whether it has been on Glemby products or on other merchandise, we have found that your reaction to window display problems has invariably been not merely that of lithographers, but merchants.

Cordially yours,

M. H. Biow
THE BIOW COMPANY, Inc.

M. H. Biow-S

EINSON-FREEMAN CO., INC.

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT

511-519 East 72nd Street · New York City

Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container



Nationally Advertised Products Choose the Washington, D. C., Star

THE recognition of Washington as a highly desirable Market—and The Star (Evening and Sunday) as the most logical medium with which to cover it, is evidenced by the fact that 282 separate and distinct products, running the entire range of luxuries and commodities, have placed advertising schedules with The Star for the month of May.

With The Star's circulation you completely cover the Washington Market, comprising the city and the 25-mile radius into Maryland and Virginia, at minimum cost for maximum results. The Star goes directly into the homes every day and Sunday through its carrier service, which extends into even the most remote corner of the Washington Market.

May is not an extraordinary month with The Star National advertising—but is typical of preference given The Star because of its prestige in a community rich in opportunity and definite in result.

For any product of worth The Star is the key which opens this Market successfully and economically.

The Evening Star.

WITH SUNDAY MORNING EDITION
WASHINGTON, D. C.

Member of The Associated Press

Eastern Representative
DAN A. CARROLL
110 East 42nd Street
New York, N. Y.

Western Representative
J. E. LUTZ
Lake Michigan Building
Chicago, Ill.

IF
you know
what they read,
you know
who
they are!

Qualitative Analysis of Media



DIVISION OF
Sales Management, Inc.

420 Lexington Avenue
New York, N. Y.

An unbiased Survey of the
text contents of all standard
size daily newspapers pub-
lished in the 100 most im-
portant markets of the United
States.

Survey of Surveys

BY WALTER MANN

Group buying vs. Sherman Law Survey

Is group buying contrary to the Sherman Anti-Trust Law? Can a buyer or group of buyers control the prices of certain classes of merchandise, to a point that they are stifling competition? If so, it must be discouraged, says Walter L. Rice, special assistant to Attorney General Mitchell, in the following startling statement in *Women's Wear Daily* recently:

"Various persons identified with the present methods of group buying are being called into conference for the purpose of ascertaining whether the systems now being used by the merchants throughout the country are objectionable or are to be encouraged by the Government. No doubt, cooperative buying is good from an economic standpoint and is being encouraged by the Department of Commerce in Washington, but if this method is driving the manufacturers and wholesalers out of competition it should certainly be discouraged.

"If the present method of group buying by retail merchants has an effect of ousting the manufacturer of ready-made and other merchandise from his actual place in business, there should be some question as to its legality and whether or not it should be continued in the future."

Such is the study before the attorney general's department. Such is the interesting and ardor-dampening action by which the independent under-dog will attempt to stage a comeback. And, although the principle of group buying is essentially sound, what assurance has the consumer that once real control is gained, the price savings will be passed on to him? Hence the possibility of legal restriction on the grounds of monopoly.

Clark's Grocery Zone and Data Book*

Interesting indeed in this connection is the preface to Clark's Grocery Zone and Data Book (1929) published by the Fred S. Clark Corporation, 254 West 54th Street, New York City (\$10.00), which is described as "a research of grocery merchandising, zoned, making readily accessible all the information desired for distribution and for coordination of advertising and selling." In describing the effects of "mass distribution," this preface says:

"Mass production has brought tremendous economy to manufacturing, and promises to effect equally great economies in merchandising.

"These economies today are not being generally obtained, and therefore are potential rather than actual, yet they must be obtained on a workable, equitable basis if much of the advantages of mass production on the part of those firms now so engaged are to be permanently maintained.

"There are numerous reasons why this apparently rash prediction is made.

"In the olden days the manufacturer made the product, largely established the consumer price, and guided the distributors in their merchandising, so that the large manufacturer controlled and established the merchandising habits embracing his products. There was plenty of profit for all who were willing to promote the sale of the manufacturer's brands. Later, the growth and influence of consumer advertising for some time gave the manufacturer even greater control over his products as well, for his dominance enabled him to set the standards for other manufacturers to follow.

"The growth of mass distribution has resulted in an organized minority, at first, chain stores primarily, but now the chain stores plus wholesalers and retailers coordinating their efforts in cooperative merchandising, to a large extent establishing new consumer habits. For example, these chain structures, or the organized minority in the distribution field, if they so choose, can purchase a lower standard of canned goods packed under their own or any other brand name and by consistently featuring these canned goods at a materially reduced price to the consumer, can create a demand on the part of the consumer for the lower priced canned goods, which would either force the manufacturer to sell his slightly higher quality merchandise at a loss or pack a lower standard of merchandise similar to that offered by the chain in order to place the merchants generally in a position to sell at this new price level in competition with the chain store. Thus, in such instances, the chains or organized minority can change, alter or influence the purchasing habits of the consumer and so establish new production standards for the manufacturer.

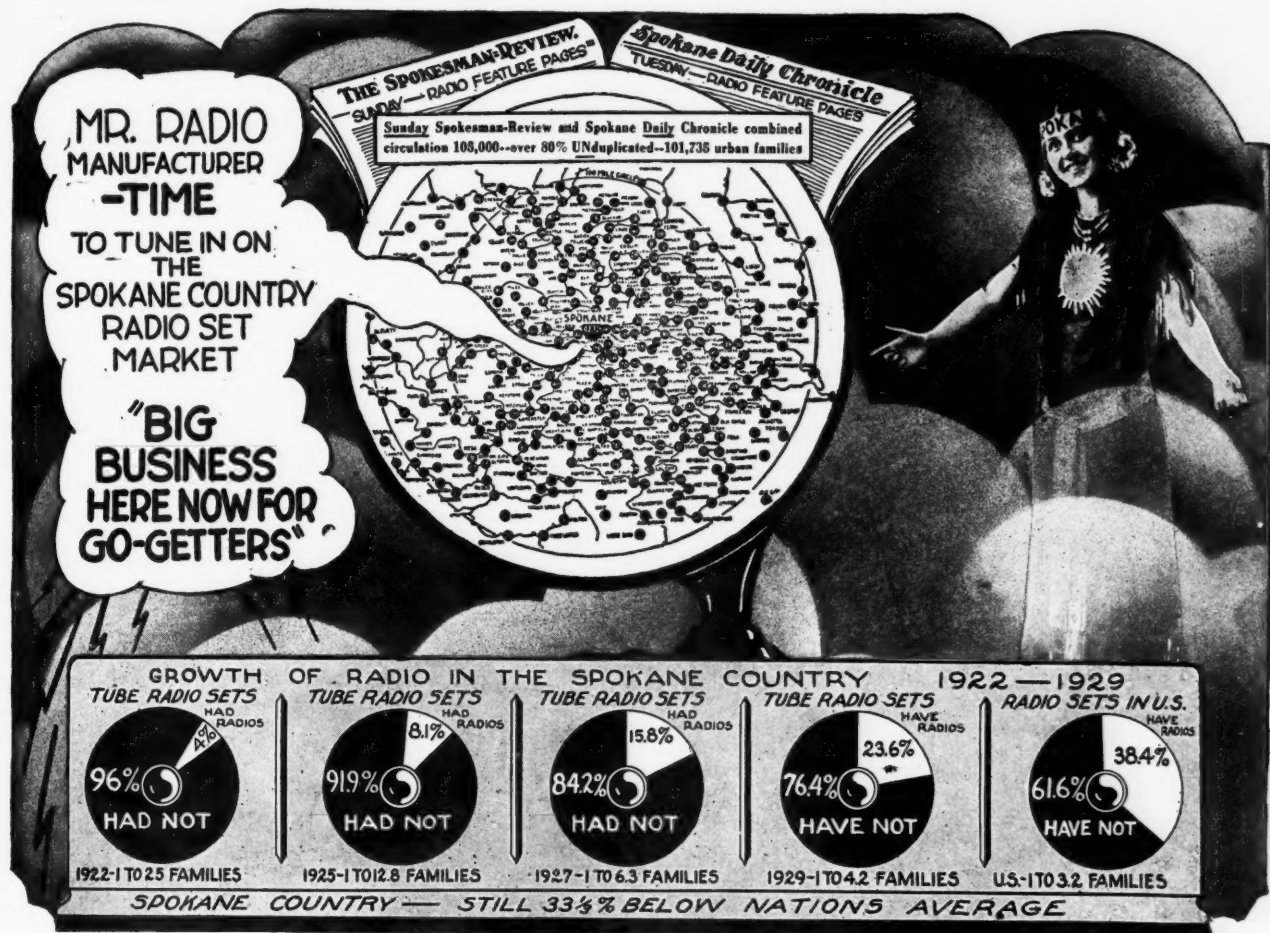
"The chains today, by selling certain well-known brands of grocery products at a price to the consumer at which the independent cannot afford to compete, can curtail or eliminate the interest of the independents in the particular brand involved and so deprive the manufacturer over a period of time of much distribution and merchandising support which he should have to continue his former volume.

"Thus, they ultimately leave the greater part of the manufacturer's sales in the hands of the chains and place a portion of the distributors, the organized minority, in a position to dictate the price which they are willing to pay for the merchandise, they having previously destroyed the manufacturer's opportunity for volume from the independent merchants.

"This organized minority can, if it so chooses, in order to enforce the granting of special prices to itself, take one of two competing advertised brands and feature it so frequently at a cut price and so increase the sale of the brand temporarily, that the second manufacturer will be forced to grant the chains a concession, a special price or an advertising allowance to obtain similar support, or the second manufacturer will have his volume decline and so disturb his mass production.

(Continued on page 373)

*To be reviewed later.



The Spokane Country Needs 12,131 Tube Radio Sets Now To Bring It Up To The Nation's Average

Exhaustive Survey Indicates Radio Sets in Use Spokane Country 1929 Showed 30% Greater Gain Over 1928 than Average for U. S.—Still, Ownership is 33 1/3% Below Average

That the Spokane Country Market is unquestionably an outstanding field for intensive sales activity now by radio manufacturers is conclusively proved by the following:

While the Spokane Country leads 37 states in percentage of homes wired, 41 states in percentage filing income tax returns, 29 states in percentage of motor registrations, this market is still 33 1/3% below the U.S. average in radio sets, although the increase here, 1929 over last year, was 30% above the nation's average

These facts have been established through our fourth exhaustive survey just completed by this Bureau, covering interviews with 99 radio retailers in Spokane and 63 of the more important cities and towns of the field, 3 broadcasting stations, 1500 residential telephone subscribers in the City of Spokane, Pacific Northwest Farm Trio radio survey, Radio Retailing and other recognized authorities.

It is of further interest to note that the relative sales standing as reported by dealers and actual ownership reported by homes closely follow the six radio set manufacturers who have used newspaper advertising in this market most consistently.

The Spokane Country needs 12,131 tube sets right now to bring ownership up to the U.S. average. The people have the money and are spending it. Authorities agree that conditions here are not only the best for many years, but that the Spokane Country is one of the outstanding markets of America for intensive sales activity.

A market that you may cover completely through the 104,000 (80% Unduplicated) combined circulation of the Sunday SPOKESMAN-REVIEW and Daily CHRONICLE: And now the associated rate (with 3 days leeway) makes this excellent newspaper coverage possible at a saving of \$23.80 to \$71.40 per page, compared with former separate gross rates.

Write or Wire for 27-Page (4th) General Survey on Radio in The Spokane Country

REPRESENTATIVES

Wm. J. Morton Co.
New York, Chicago.
M. C. Mogensen & Co.,
Inc.
San Francisco, Portland
Los Angeles, Seattle

REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU

THE SPOKESMAN-REVIEW
MORNING EDITION — 10 CENTS
Spokane Daily Chronicle
EVENING EDITION — 10 CENTS

93,000 CIRCULATION 86% UNDUPLICATED

93,000 CIRCULATION 86% UNDUPLICATED

COVERS SPOKANE AND THE SPOKANE COUNTRY LIKE THE SUNSHINE

DOMINANT FARM MAGAZINES

The Washington Farmer
The Idaho Farmer
The Oregon Farmer

"Now what I want is FACTS"



Thomas Gradgrind had at least one of the requisites for good copy writing

THAT copy writer? Oh yes. Very good man. He's P. T. Barnum and Luther Burbank combined. He loves to crack the whip as his sentences turn somersaults and jump through the hoop. He is happiest when grafting two unrelated words together to form a new phrase of rare and unforgettable flavor.

But he has one fault, needs to be watched for one thing. Not always does he say with Thomas Gradgrind, "What I want is, Facts."

Make no mistake—this man is not a misrepresenter. With all straight-thinking business men he condemns the tainted testimonial. His copy does not sound—and is not—insincere. The danger of him is this: By the very glitter of his ideas and the glamour of his words, he tends to seduce advertising from its virtuous life of selling. His copy lacks roots—and betrays that lack. There's no fake in it—but there *could* be more facts.

The progressive agency

values its scintillant word-slinger. But it teams him up with an equally valuable man:

The unspectacular man with the notebook and pencil—out in the highways and byways—asking questions—innocent questions that provoke wicked answers—soft questions that unveil hard facts.



.... asking questions—innocent questions that provoke wicked answers—soft questions that unveil hard facts

The E R I C K S O N *Co.*

THE NEW YORK CENTRAL BUILDING ~ 230 PARK AVENUE ~ NEW YORK

VOL. XVIII. NO. 7
May 18, 1929
Published Every
Saturday

Sales Management

The Weekly Magazine for Marketing Executives

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Announcing PSYCHING THE ADS

by
Carroll Rheinstrom

*The Case Book
of Advertising*

[Being the Methods
and Results of 180
Advertisements]

Here, at last, the science of advertising is put upon the same professional footing as law or medicine, by being given its case book. This is a work that deals with results, with facts and figures, dollars and cents.

Publication Date—
May 24th

Profusely Illustrated
375 Pages—6½" x 9½"

\$5.00

AT ALL BOOK STORES

or

COVICI • FRIEDE
Publishers
79 West 45th Street
New York



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, INC., Reader's Service Bureau, 420 Lexington Avenue, New York.

Motion Pictures

The Seven Modern Uses of Motion Pictures in Industry. This booklet contains exceedingly helpful information on how to use motion pictures to solve innumerable sales and factory problems, with special emphasis on the kind of films which make the best impression on buyers. A Bell and Howell presentation.

Merchandising

The Story of Where to Buy. The complete details of the valuable new service offered by the A. T. & T. are given in this booklet. Leading firms in diverse lines of business are scheduled to use the service nationally as a merchandising tie-up with their advertising, using it to tell consumers where to find the nearest dealer and to build good will in their dealer organizations. The booklet gives a complete list of the 6,000 cities where the service is available. Any of our readers who have become interested in a product through advertising and then tried without success to find where in his town the merchandise could be purchased will be quick to see the advantages in this service.

Advertising, General

Here Are Samples of Our Wares. The Interrupting Idea of Federal, as applied to the advertising of Kleinert, Strathmore, Van Dyke, Thomas A. Edison, Van Raalte, Heinz Rice Flakes, Sinclair, Gem, Knox Gelatine and others. An interesting, beautiful and idea-full portfolio of advertisements that have sold. Competing advertising agencies will please not request this portfolio.

Personnel

Selecting an Executive, by Raymond E. Bell. The good and bad points to look for in picking lieutenants, the advantages and disadvantages of both the internal and the external method of selection.

Markets and Media

Jackson, Michigan. A. N. P. A. standard market survey form, giving trading area, standards of living, wholesale and retail outlets, etc., and merchandising service offered by the *Citizen Patriot*.

Paterson, New Jersey. A. N. P. A. standard market survey form for this growing city and trade territory, issued by the *Press-Guardian*.

Change. McCall's offers a breakdown in chart form of the 1925-1928 advertising in six leading women's magazines of the following companies: Postum, Quaker Oats, Wesson and Snowdrift, Campbell, Fleischmann, Procter and Gamble, Cream of Wheat, California Packing, Heinz and Swift.

Advertising Abroad. A monthly magazine dealing with foreign markets and media, published by Jordan Advertising Abroad. The publishers have kindly consented to place on their mailing list any of our subscribers who are interested in foreign sales.

Direct Mail

Department Store Strathmore Mailing. Designed especially for retail stores, this little portfolio nevertheless contains good suggestions for manufacturers in color-illustration, typography, layout, novel folds, unusual advertisements, expressive papers.

McDarby to Direct Auburn Auto Sales

N. E. McDarby has become director of sales, a newly created position, for the Auburn Automobile Company, Auburn, Indiana. Mr. McDarby has had nearly fifteen years' experience in the merchandising of automobiles, the last five of which he has been with the Auburn company.

Harry L. Brinck, formerly supervisor of district sales managers, has been appointed to the position of sales manager for the Auburn division of the company. Mr. Brinck joined Auburn in 1928.

*In the consideration of
an advertising medium—*

There Is No Substitute For Results

Wise space buyers choose
their advertising medium on
the basis of actual perform-
ance.

In Richmond, Virginia

it is the

RICHMOND NEWS LEADER

that is preferred, as is conclusively shown by the fact that during the
first four months of 1929 this afternoon newspaper carried

68% MORE ADVERTISING

Than the Morning Daily Paper

Day in and day out, year in and year out The News Leader is a consistent
producer of results for its advertisers. . . . A coverage of the
metropolitan area exceeding 98 per cent of the families residing therein,
plus an unusually high degree of reader confidence contributes to the
pulling power of this newspaper. Not only is The News Leader a satis-
fying medium for advertisers of any type of product, but also its domi-
nant circulation presents an opportunity to completely merchandise this
important Southern market by the use of THIS ONE PAPER ALONE.

The Richmond NEWS LEADER

"Virginia's Greatest Newspaper"

Represented by Kelly-Smith—Atlanta, Boston, Chicago, Detroit, New York, Philadelphia



FIRST in Volume and in Gains---in January, February, March and April . . .

New York Evening Newspapers

Making the largest gain in advertising when it already publishes the largest volume of advertising in its field is a double accomplishment for any newspaper.

The Sun has repeated this achievement every month this year. In April it published more than 1,600,000 lines of advertising, leading the second evening newspaper by more than 300,000 lines.

And The Sun's gain in April, a gain of over 200,000 lines, was larger than the gain of any other New York newspaper, morning or evening, and was more than twice the gain of the second New York evening newspaper.

The  **Sun**
NEW YORK

The Newspaper of Distinction in its Readers, its News and its Advertising

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME EIGHTEEN, NUMBER SEVEN

NEW YORK, N. Y., MAY 18, 1929

The Effects of the Investment of American Capital on Foreign Enterprise

THE nations that have advanced most rapidly in recent years are those which have fully grasped the fact that during the past decade the world has entered upon a new industrial revolution based chiefly upon internal combustion engineering, electricity and chemistry.

Fortunately, this new industrial revolution finds the United States in an advantageous position and in the proper mood to capitalize these developments. The great increase in our national wealth in recent years is to be accounted for to some extent by the inpouring of foreign gold and securities in payment for our goods during the war period, but to a far greater extent by our prompt recognition of the presence of new factors in the economic situation and the exploitation of these factors. Our great advance dates from the depression period of 1920-1921 rather than from the boom years 1914 to 1919.

There is no frontier in the old sense—no West to be won. Ours is no longer the simple economy of farm, forest, mine and cattle range. To an increasing extent is it becoming an economy based on the factory, the power plant, the laboratory. Even agriculture has fallen under the spell of machinery and power.

Since 1921, as has frequently been stated, the United States has become the leading nation of the world in point of foreign loans and investments. For a decade or more we have held this pre-eminence and there is

Because of the increasing tendency for sales executives to think in terms of world markets rather than national markets, this discussion of the flow of American capital into foreign lands is particularly timely. Mr. Jones explains how these investments are affecting export markets for American goods.

BY GROSVENOR JONES

Chief, Finance and Investment Division, Department of Commerce.

every reason to believe that we shall hold this position for years to come. This prediction is justified not merely by the fact that our national wealth exceeds by so large a margin that of any other country and that this wealth is being so efficiently and productively employed—both at home and abroad—but also by the fact that the world has need of our capital for the development of its resources along modern lines.

For several years after the war the great bulk of the foreign investments of the United States took the form of loans to governments and corporations. Some critics feared that such loans would give rise to an excessive claim on our gold supply. Others feared that loans to foreign corporations would build up our competitors in international trade to the detriment of American industry. None of these fears has come to pass.

As a matter of fact, a substantial

portion of the proceeds of dollar loans was left here since it could be profitably employed in our money market and at the same time be counted as part of the currency reserve of foreign central banks. This use of dollar loans proceeds was an important factor in the re-establishment of sound currencies in Europe *via* the gold-exchange standard. This phase of our foreign lending has not been stressed as much as it might have been. By doing their bit toward the restoration of the gold standard in foreign countries, dollar loans have contributed much toward making the world safe for democracy. About five years only have elapsed since Europe definitely resumed the march of economic progress, although it now seems like a far cry to the days when that continent was floundering in the morass of currency depreciation and economic depression.

And yet it must be remembered

that the stability of European currencies, with the exception of a precious few, is none too well fortified against the stress of international credit stringency, such as that which has arisen in recent months. The rise in the discount rates of the leading central banks of Europe, the Bank of France being the only important exception, is an evidence of this fact. The decline since the middle of 1928 and particularly since the beginning of this year in the volume of foreign loans placed in this market has restricted the creation of fresh dollar credits that might be utilized as currency reserves. The rise in money rates is, of course, the primary cause of the decline in foreign lending, but high money rates in the New York market have also resulted in the return of American short-term funds that were placed abroad and have set up a strong attraction for foreign funds to this market. This combination of circumstances arising during a period when our foreign trade has shown a favorable balance somewhat above the average has caused gold to move to the United States in considerable volume. Since the first of the year the increase in our gold stock from foreign sources has been about \$100,000,000, and it would have been greater if central banks abroad had not raised their discount rates or had not taken other means of defending their all too slender reserves. This phase of our money market should be emphasized, because it affects the stability of foreign currencies and the prosperity of foreign countries—and thereby affects their ability to purchase our commodities and those of other countries.

Increased Despite High Rates

Fortunately, the investment of American capital in foreign enterprises and particularly in those controlled by American companies has increased despite the higher level of money rates in this market. This movement is, however, largely independent of the money market. In some cases foreign properties are being acquired through the exchange of stock in the American company for the stock of the foreign company taken over. This exchange is readily effected in the case of the more powerful American public utility companies, whose shares have an excellent standing abroad. Moreover, the rise in the earnings and in the market quotations of the shares of such companies makes it possible for them to raise capital here on advantageous terms and in large amounts for the acquisition of foreign properties. Other companies

such as the automobile concerns, for example, have large liquid surpluses available for investment abroad.

In any event, while we are now lending less to foreign governments and corporations than formerly, we are actually investing more abroad. That this should be taking place during a period of high money rates is an indication that the movement is based on special considerations and is inspired by factors other than the superabundance of capital.

To Fortify Position

In the case of the motor companies the primary object in establishing, first, assembling plants, and later, manufacturing plants, abroad is that of fortifying their position in foreign markets. These companies are aware that the leading countries of Europe wish to increase their domestic production of automobiles and to this end are prepared to go to great lengths. If American manufacturers are to avoid being forced out of these markets, they must obtain a real foothold by establishing their own plants in those countries. By introducing American methods of large-scale, standardized production they will, no doubt, be able to produce cars abroad at prices lower than the prices that must be paid for cars from the States when freight charges and import duties have been added to the original cost of the cars. This is a development to which special attention should be given, since the American automobile industry is now the largest consumer of iron and steel products and is an important customer of other industries, and since the exports of automobiles and parts for assembling have risen greatly in recent years and constitute a sixth or more of the domestic production. If it should happen that American cars can be produced at lower prices in Europe, will the European branches of American companies take over the export business which the parent companies have in neutral markets? An interesting question, this.

As a matter of fact, there should be no real alarm about the possible loss of American exports of automobiles to neutral markets through the transplanting of our methods of manufacture in certain European countries. Some years may pass before these new factories arrive at the export stage. Meanwhile, with the construction of highways proceeding at a remarkable rate in many parts of the world and with the inevitable rise in the purchasing power of the masses, new fields for the sale of automobiles will be opened up.

The airplane and the radio are proving to be boons to sparsely settled countries where distances are great and topographical conditions difficult. In such countries railroads are costly to build and to operate. Highways and airways will do the pioneer work of making remote areas accessible and of preparing the way for railroads. With transportation new areas will be opened for exploitation and world trade stimulated accordingly.

This country was a little slow in the commercial utilization of the airplane, but the strides that have been made in the last two years make it certain that we shall rank among the leaders in this field. We have begun to establish lines to South and Central America and the West Indies and there is every prospect that we shall weave an extensive network of airways over the whole hemisphere. This medium of rapid communication will mean much to the development of our trade with these countries.

Becoming More Varied

Our foreign investments are becoming more varied as well as more extensive. Before the war they were confined pretty largely to branch factories and pulp and paper mills in Canada; to copper, lead and silver mines, petroleum, grazing lands and railroads in Mexico; to sugar lands, tobacco manufacture and railroads in Cuba; to banana properties in the Caribbean area; to a few mining properties in Chile and Peru; to meat packing plants in the River Plate area; and to the branch plants and oil distributing facilities of a few leading companies in Europe. The great bulk of our prewar investments went into the neighboring countries of Mexico, Canada and Cuba—to state them in the order of the importance in this respect—and the emphasis was on minerals, sugar, petroleum, bananas and wood pulp.

At the present time our investments cover various enterprises in all sections of the world. Mining and petroleum production have figured largely in the new investments and we have also greatly increased our holds in sugar properties and wood pulp and paper companies. The greatest strides, however, have been taken in the acquisition and development of electric power plants and telephone systems, a fact which is not surprising in view of the advances we have made in these fields at home. At the same time our investors have shown an increasing interest in acquiring properties producing raw materials of key importance

(Continued on page 365)

A De Luxe Catalogue Opens 700 New Accounts

BY J. F. KERWIN

This wholesale jeweler's catalogue orders increased 25.3 per cent during the first quarter of 1929 as compared with the same period in 1928 when the quality of the book was stepped up and more color pages were added.

FOR twenty-five years, the E. L. Rice Company, Detroit, wholesale jewelry house, sold exclusively through salesmen and direct-mail. But with only thirty-five or forty salesmen to cover the country, calls of Rice company representatives were necessarily infrequent, and dealer contact by mail did not bridge the gap satisfactorily.

The problem was further complicated by the fact that this jewelry wholesaler sells principally to such dealers as department, dry goods, drug and hardware stores, and others carrying jewelry or silverware and related lines. Advertising was in trade journals reaching such stores.

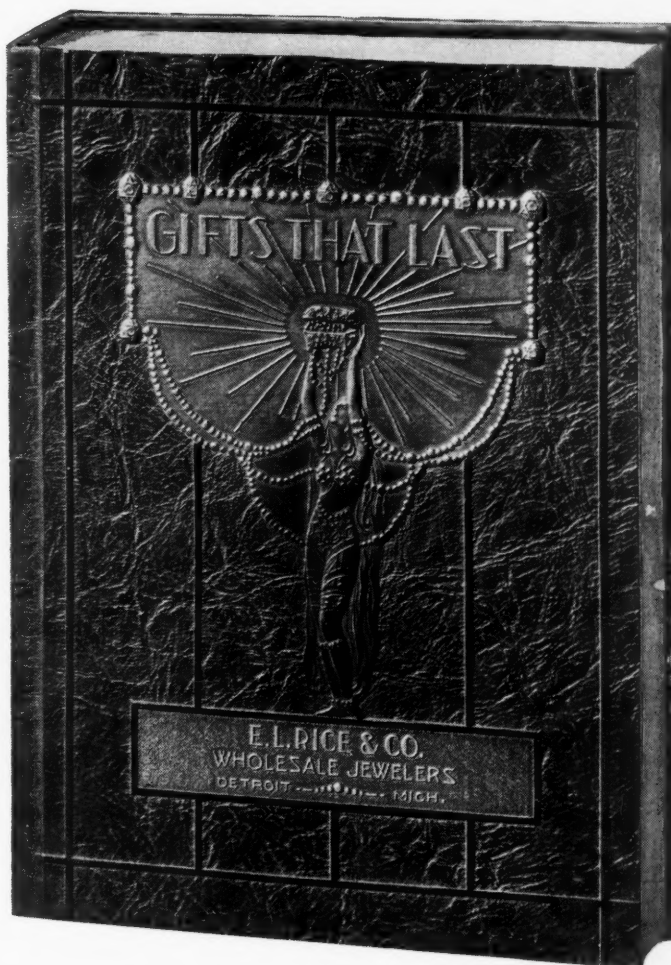
The Rice company finds most of its customers in smaller cities and towns, although it also sells to the largest stores in the largest cities. The large stores buy most of their goods direct from the manufacturers, however, depending on the wholesaler for fill-ins and perhaps a few specialties and novelties.

A fourth factor is the fact that most of the dealers in the smaller cities and towns do not carry complete stocks of jewelry and silverware, but depend on special orders to supply calls for anything they do not have in stock.

It is apparent the Rice company's sales problems were both numerous and serious. A catalogue assisted in solving them. Four years ago it published its first catalogue as an experiment. Being an experiment, it was just a catalogue. It consisted of 225 pages, half of which were manufacturers' inserts, with cloth back and paper sides, printed in three colors.

But this catalogue brought additional business. Regular salesmen continued to call on customers as before, but the catalogue bridged the

The most recent catalogue put out by E. L. Rice is designed to impress dealers with the high quality of Rice merchandise.



gap between salesmen's calls. It pictured, described and priced the wholesaler's complete line and was in the dealer's store every day of the year. It served to remind the dealer of many attractive items he might well stock or at least sell on special order. Goods were priced at retail and the catalogue could be submitted to the dealer's customers.

In its trade-journal advertising the Rice company had something specific to attract inquiries.

Five thousand copies of the catalogue were distributed in 1925 and again in 1926. A separate record of catalogue sales was kept and results proved highly satisfactory.

In 1927 the number of copies was doubled, indicating that results were becoming more than highly satisfactory.

Striking evidence of success was presented in the 1928 edition. The

first three catalogues had been paper-covered. The 1928-'29 catalogue is bound in a processed cover, a pyroxylin-coated fabric closely resembling leather. E. L. Rice, president of the company, has several hundred letters from dealers who declare it the most impressive catalogue they have ever seen. It is also thicker, the number of pages having been increased to 303, approximately 50 per cent of which are in full color.

The new, de luxe catalogue was sent out in the fall of 1928. Complimentary acknowledgements were received from almost 100 per cent of the preferred customers to whom the first several hundred copies were sent. Immediate orders were received from about 800 of the first thousand.

Approximately 700 new accounts have been secured as a direct result of sending this de luxe catalogue to inquirers.

The actual number of orders from the catalogue has increased 25.3 per cent during the first quarter of 1929, as compared with the corresponding period of 1928, and the increase in sales has been about the same, as the amount of the average sale is about the same as before.

"This increase cannot be attributed entirely to the finer catalogue, however," Mr. Rice pointed out, "as our catalogue business has been increasing right along anyway."

"Putting out this fine catalogue was another experiment, just as publishing a catalogue in the first place. The first experiment was quite successful and we have reason to believe this one will be equally as successful, if not more so."

"Of course, there is the matter of costs to be taken into consideration. This catalogue costs us about forty cents a copy more than the paper-covered one. On 10,000 copies there is an additional sales expense of \$4,000. But while this one costs about forty cents a copy more, it looks several dollars' worth better and more impressive, and even a small order from a new customer obtained by it will defray the extra cost."

To Impress Dealers

"Frankly, we had several objects in view in publishing this deluxe catalogue. First, we wanted to impress dealers with the high quality of our merchandise and character of our house."

"In the second place, we have plenty of competition and we wanted dealers to reach for our catalogue instead of one of our competitors'. Our average dealer probably has three other catalogues besides ours."

"Finally, this catalogue is designed to lay on the dealer's jewelry case, where his customers can see it and turn through it at will, and, of course, it should look nice. All prices are retail, so there is no objection to letting the customer see it; in fact, there is good reason. He not only is likely to buy something he hadn't considered buying, at least in that store, but he is convinced his dealer is selling him standard merchandise at regular established prices."

"A customer stops to look at a pair of cuff links or a string of beads, for example, and sees this handsome catalogue on the showcase. She starts to glance through it out of curiosity and her interest is aroused by the illustrations of necklaces, watches, clocks, rings, silverware, etc. 'Why, I didn't know you carried such things!' she says, and the dealer replies he doesn't stock them regularly,

but can have them for her within a few days. That means additional business for him and for us. During gift seasons, such as Christmas, graduation and June-bride time, the progressive dealer can obtain much gift trade by using our catalogue intelligently and going after the business."

While this would suggest the average order is small, Mr. Rice said, investigation has revealed his company's average sale is actually larger than that of other wholesalers who sell exclusively to jewelers. This is



General Motors Head Has Private Motor Pullman

PAUL W. SEILER, president of General Motors Truck Company, has a "traveling office," which makes himself and other company executives independent of train schedules and hotels. Equipped with dining and sleeping accommodations, kitchenette, bathroom, radio and observation platform, the "Carajou," a coach chassis with special body, enables its owner and associates to attend meetings at the numerous branches of the company without loss of time from executive duties. Problems are discussed, plans laid and interdepartmental matters cleared as this coach quietly eats up miles.

This mobile executive headquarters also enables officials to survey and keep in touch with much outlying territory not easily accessible by train. Frequent stops are made to get acquainted with dealers and truck users.

"All of us have noted," Mr. Seiler states, "that the opportunity for relaxation, no matter how much work is done en route, leaves us feeling unusually fit and ready to tackle the business at the end of the trip."

Revolving, cushioned seats are utilized on the "Carajou" to provide curtained, Pullman-type beds, accommodating seven persons. Collapsible tables are set up between the seats for dining.

due, he said, to the fact that most jewelers buy direct from manufacturers and depend on their local wholesalers only for fill-ins and rush orders for single articles, while others are primarily repairmen and buy merchandise in very small quantities, depending largely on the wholesalers' catalogues.

It is for this reason, and for the additional reason that all manner of stores now sell some jewelry, that E. L. Rice Company solicits trade in lines other than jewelry more than it does jewelers.

Other features are: a radio set, fifty-gallon storage tank for the bathroom and the kitchenette, electric fans, portable phonograph with electric attachment, baggage racks on the roof, clothes closet, stained glass windows, cork linoleum and carpeting on the floor, dome and skylights, grill and awning in the rear.

Stevens Appointed

Martin D. Stevens has been appointed treasurer and director of Crowell, Crane, Williams & Company, Chicago advertising agency, succeeding R. P. Crane, who has resigned.

Mr. Stevens was formerly copy chief of the business survey department of the *Chicago Tribune*. Prior to that he had been connected in an editorial capacity with *Liberty* magazine, *Illustrated World* and *Popular Mechanics*. Crowell, Crane, Williams & Company has removed its offices to the new Palmolive Building, 919 North Michigan Avenue, where Mr. Stevens will make his headquarters.

Plough Changes Name

The corporate name of the Plough Chemical Company, manufacturer of beauty preparations and drugs, has been changed to Plough, Inc.

Preserves Fabric Identity through Exclusive Outlet Policy

BY
CHARLES H. BOWERS

*Sales Manager, Continental Mills
Philadelphia, Pennsylvania.*

By restricting the sale of branded materials to one leading manufacturer, Continental Mills have won unusual cooperation from the cutter-up in his advertising and merchandising activities.


THE new power of the consumer has resulted in a certain disorganization of established channels of distribution, and trade practices especially in the textile industry, and its closely associated companion, the clothing industry. Various methods have been employed in these industries, as in other industries, to reach the consumer effectively. Established practices have been jettisoned, and established channels abandoned for short-cuts. In some instances those who have maneuvered most boldly and originally have achieved striking success. Likewise, inevitably, there have been casualties.

The Continental Mills has from the first given earnest study to every implication of the increased importance of the verdict of the consumer. One possibility entertained was that the mill and the cutter-up or clothing manufacturer might approach the new problem more effectively in joint effort than singly. This led us, about eight years ago, to undertake our first experiment in the "confined merchandising" of a product. The product selected for this original experiment was Continental Fleece. In order to give the manufacturer prestige and exclusiveness for his product, in a more real sense than these words have come to mean as usually employed in the clothing trade, we agreed to supply Continental Fleece to him exclusively.


This was a new product at the time, a heavy overcoating with fleece finish, and of a special "loop" principle in construction which we had every reason to believe gave it a sturdiness which would overcome the usual ob-

Mt. Rock Fleece OVERCOATS

make "Exclusive" and "Unique" mean what they say



ADLER-ROCHESTER
TAILORED



ADLER-ROCHESTER Clothes

LEVY BROS. & ADLER-ROCHESTER, INC. • NEW YORK • ROCHESTER • LOS ANGELES

IN the clothing world "Exclusive" and "Unique" are hard-working words...Used in their purest sense, however, they exactly describe the Mt. Rock Fleece Overcoat, and the relationship between its weaver and manufacturer.

Mt. Rock Fleece is woven exclusively by the great Continental Mills; the entire output is made into Overcoats exclusively by Adler-Rochester.

Never before has an important mill marketed its entire heavy-weight Overcoat production, and in large volume, through one manufacturer. The situation is perfectly unique. During 1928 the Continental Mills undoubtedly loomed three times as many yards of this class of overcoating as all other mills combined.

The weave of Mt. Rock Fleece is different from that of any other fabric. It can only be tailored by specialized methods that are different from those adapted to other fabrics.

The result is an Overcoat of unique qualities of wear and style, an Overcoat that is exclusive with Mt. Rock dealers.

[Commitments for next season's business are now being made]

By giving Levy Bros. & Adler an exclusive arrangement on the use of Mt. Rock Fleece, Continental Mills is rewarded with this excellent type of trade paper advertising cooperation.

jection to fleece-finished cloth, that the nap wears off quickly. In use, the new cloth came fully up to our expectations. And the manufacturer with whom we made the arrangement, though he did not push this really exclusive product, nevertheless profited from a naturally increasing demand, won because of its merit. Furthermore, the relation was satisfactory from our standpoint, for it provided a comparatively sure and increasingly important outlet for one of our products.

The same plan of confined mer-

chandising was therefore applied to other fabrics. Similar arrangements were made with other manufacturers. These, too, developed in a way to assure in each instance a constantly increasing demand, in our case for the cloth in question, and, in the case of the manufacturer, for the garments made from it. At present, this plan of confined merchandising has reached its highest development in our arrangements with Levy Brothers and Adler of Rochester, makers of Adler-Rochester clothes. It so happens that the cloth confined to this firm is the

same with which the experiment in confined merchandising was commenced, though in this case a new trade name for the cloth was originated.

This arrangement with Levy Brothers and Adler was entered into in 1927. Levy Brothers and Adler agreed to take over the entire responsibility for promoting the cloth, and coined the trade-name Mt. Rock Fleece. The first year, enough overcoats made from the cloth were sold to demonstrate its possibilities. Last year Levy Brothers and Adler felt justified in concentrating additional sales effort on the line. It was decided to make and advertise the overcoats as Mt. Rock Fleece coats to retail uniformly at \$50. We cooperated by building the cloth to meet these consumer requirements putting the utmost in value into it for this price.

Just as we confined Mt. Rock Fleece overcoating to Levy Brothers and Adler, in so far as its use for men's overcoats was concerned, they in turn restricted the sale of Mt. Rock Fleece label garments to one retailer in each city, as for instance, Brill Brothers in New York, Jordon Marsh in Boston and Henry C. Lytton & Sons in Chicago. Other stores, however, were permitted to sell Levy Brothers and Adler overcoats of the same cloth under their own brand names.

Mention Mills in Ads

Then, since this cloth is also suitable for students' and boys' overcoats, we have another non-conflicting outlet for it through Scheier and Gintell of New York, specialists in boys' and students' topcoats and overcoats. In this instance, the trade name employed is that by which the cloth was originally known, "Continental Fleece."

The basic plan of confined merchandising with Levy Brothers and Adler has been elaborated and developed as advantages from joint effort have become apparent. Levy Brothers and Adler, for instance, have found it an advantage to mention in their national consumer newspaper advertising, and in their trade paper advertising as well, that Mt. Rock Fleece is exclusively manufactured for them by Continental Mills. In trade paper advertising, this is often stressed, as in a recent advertisement in the *Daily News Record* which read in part:

"Mt. Rock Fleece is fabricated exclusively for us by the great Continental Mills. . . . Never before has an important mill marketed its entire heavyweight overcoat production, and in large volume, through one manufacturer."

On the other hand, Continental Mills has returned the courtesy by

mentioning Levy Brothers and Adler as the exclusive cutters-up for men's overcoats of its Mt. Rock Fleece in trade paper advertisements directed to retailers. Face to face in a recent issue of *Men's Wear*, for example, were page advertisements of Levy Brothers and Adler and of Continental Mills.

In some of our trade paper advertisements, we have also reproduced newspaper advertisements employed by retailers to promote Mt. Rock Fleece overcoats. Some have mentioned Adler Rochester tailoring and Continental Mills as the makers of the cloth. "What is Mt. Rock Fleece?" heads one such advertisement, which reads in part, "Fine fleeces have always been looked upon as the most luxurious and desirable of overcoat fabrics—but, the nap would wear off. These will not. . . . Fabricated by Continental Mills. . . . Adler-Rochester tailored."

Joint Effort Effective

How effective this joint effort has been is indicated by the remarkable increase in the demand for Mt. Rock Fleece overcoats. In 1927, when they were first pushed, 21,000 were sold. Last year about 75,000 were sold, and plans are being made this year to market 100,000.

As has been said, this plan of selecting one manufacturer and giving him the advantage of exclusiveness for a particular Continental product, and then assisting him to capitalize on his advantage which in the end is ours too, has reached its highest development in our relations with Levy Brothers and Adler. We have found relations with other clothiers are also closer. As a result, we are now embarking on a plan to work with the cutter-up of all our confined lines even more closely than in the past.

We have recently inaugurated a retail service bureau which assists retailers to stimulate sales of garments made of Continental materials. Its representatives call on retailers and give them first-hand information on the nature and merit of the cloth in the garments they are selling. They describe how it is made, the materials employed, how we stand back of it regarding its durability or in some instances washability; so that the clerk in selling a Mt. Rock Fleece overcoat, let us say, will have a feeling, when he mentions the material, that he knows what he is talking about, and can discuss its characteristics intelligently.

The representative of the retail service department issues a written report of every visit, a copy of which is

forwarded to the cutter-up concerned. Thus Levy Brothers and Adler, Scheier and Gintell, or Baum and Katz of New York, to whom BaKa for girls and misses is exclusively confined, or J. Schoeneman of Baltimore, to whom Fleece Twist is confined, know that our retail service department representative has called on the proprietors of stores and the heads of departments to show the merits of the fabrics in their products. Furthermore, the report may, and often does, contain merchandising information of one sort or another, which they can utilize to advantage in their sales promotion plans.

Frequently, our representatives may find in a department store, let us say, that garments in one department made of cloth which we manufacture are enjoying prestige which may be utilized to recommend other Continental material garments. In such instances, reports of the visit are forwarded to the manufacturers of these other garments, affording them excellent sales leads.

Doubtless as the plan of confined merchandising develops, there will be additional ways in which it will be feasible for us to promote retail sale of garments made of Continental materials. Since the material in clothing interests the consumer as keenly as cut and quality of workmanship, we, as the manufacturer of the material, can always be of help in conveying to the consumer realistic, first-hand messages concerning it. We have found that we can do it most effectively, however, in collaboration with the manufacturer.

Fewer Mark-downs

One advantage from the retailer's standpoint in what we, with help of the cutter-up, have accomplished in creating consumer appreciation of Continental materials, as such, has been a reduction in the percentage of mark-downs necessary. For emphasis on a material which goes by the same name year in and year out tends to place it in the category of standard merchandise.

Aside from our confined lines we have a great number of products such as Continental chinchilla, eiderdowns, and fancy woollens for children's wear, which are marketed on the usual unrestricted plan. The more general nature of the usage and the demand for these products would probably make the plan of confined merchandising inapplicable to them. But there is no conflict in this two-fold plan of confined and unconfined promotion. Rather the two plans tend to supplement each other and to build Continental prestige.

Cooperation as a Substitute for Mergers

BY JOHN ALLEN MURPHY

1. Cross-Licensing as a Preventive of Monopoly*

A LIBERAL patent policy is at least partially responsible for the remarkable strides that the automobile industry has made. The industry got its start originally under the protection of the Selden patent. A manufacturer who wanted to use a gas motor could not start unless he became a member of the Selden Patent Association. This had the effect of confining the business to fairly responsible concerns. It kept the woodshed type of manufacturer out of the industry. Thus was weak competition eliminated before it started.

The Selden patent arrangement was broken up in 1911, the year that witnessed the Waterloo of the American Tobacco, Standard Oil and other big combines. Three years later, in 1914, the automobile industry, through the National Automobile Chamber of Commerce, entered on a more ambitious plan of patent interchange. Already the industry had had enough of patent litigation. It was seen that the industry would be frightfully handicapped if it did not stop squabbling about patents. Accordingly, the chamber, comprising nearly all the manufacturers, prepared a cross-licensing agreement for its members, under which all participants granted patent licenses to one another, without the payment of royalties, except where a royalty had to be paid to an outside patent holder.

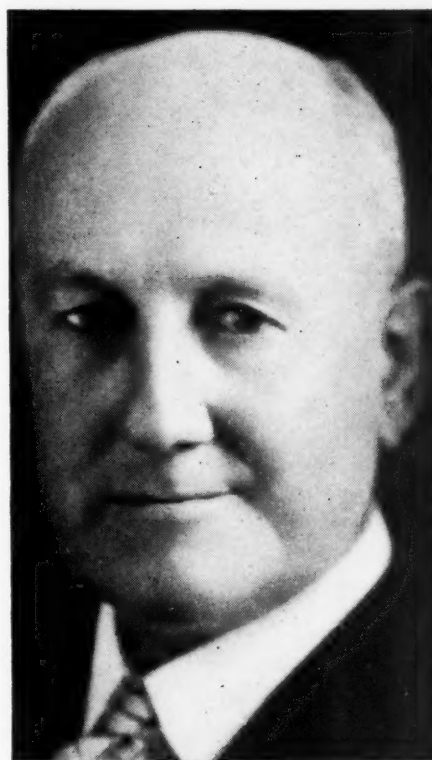
This agreement virtually made a jackpot of all patents arising among participating members. Excepted from the terms of this arrangement were to be any patents "involving inventions of a high order or a radical departure from previous accomplishments." During the life of this agreement, however, no patent has been deemed worthy of this classification.

*The conclusion to an article appearing in last week's issue of SALES MANAGEMENT, the first of a series of three by Mr. Murphy.

The agreement also excepts designs. Members do not have to pool their designs. They have the exclusive use of their own design creations. Being free from patent worries, the industry has thus embarked on a campaign of designing and of ingenuity in marketing that is responsible for much of the success that the automobile trade has achieved in the last fifteen years.

When the cross-licensing scheme was first broached the manufacturers thought that they would have to surrender more valuable patents than they would get back. Quite the contrary has been proven to be the case. It has been found that each manufacturer turned in about the same number of valuable patents. Thus each signer of the agreement not only had the right to use his own patents, but also the much greater number of patents which he got from other signers.

When the arrangement was first made in 1914 the automobile industry had not gone in heavily for parts and accessory subsidiaries. Since then equipment companies have been ex-



Blank-Stoller, Inc.
General Harbord, president of the Radio Corporation of America. The principal radio patents are concentrated in RCA control and are being cross-licensed to the industry.



George Selden, whose motor patent is given credit for having launched the motor car industry. For years only members of the Selden Association could use this patent.

tensively developed, particularly by General Motors. Hence equipment inventions, made by automobile manufacturers, were included in the 1914 contract, but have been excluded from the renewal agreement, which was consummated three or four years ago. This exclusion, though, only lets out parts patented by subsidiaries.

What effect has this patent pooling scheme on invention? If a patent is turned over to a pool, isn't the ambition of inventors discouraged? Quite the contrary. Since 1914 the number of automotive patents has grown from a few thousand to three hundred thousand. After all it is the pride of achievement and the desire to contribute something useful to humanity that spurs inventors on.

A successful cross-licensing scheme exists in the petroleum refining industry on gasoline cracking methods. There are a number of such methods, and, while all are different, they infringe on one another in some respects. This left the door wide open for disastrous patent litigation. In fact, such litigation was under way several years ago, when the holders of certain cracking-method patents convened to formulate a cross-licensing agreement.

In Courts Three Years

This agreement was later attached by the Government as being in restraint of trade. The case was in the courts for three years. Finally it was thrown out, with the statement that if it were not for cracking, made possible by patented methods, gasoline would be costing several times what it does today.

Up until recent years the airplane industry has not been of sufficient size to justify much bother about patents. Future trouble, however, has been largely avoided by a patent arrangement being carried out through the Manufacturer's Aircraft Association. During the war aircraft patents were pooled in this body as a national safety precaution.

The association has continued to function since the war. Recently it revised its cross-licensing system, principally with regard to lowering royalty rates. Each member of the association pays to it 2 per cent of the value of the plane he manufactures. Two hundred dollars is the maximum royalty. In other words, a plane valued at more than \$10,000 is assessed a flat royalty of \$200.

From the fund thus acquired the expenses of the association are paid. The remainder is prorated among the owners of the Wright patent and other basic patents that manufacturers may

use. This agreement pools more than 300 patents. Provision is also made for new patents—at a valuation to be fixed by a board of arbitration. Thus is this growing industry making sure that it will not be handicapped by patent controversies. Of course, all manufacturers do not belong to the association, but enough of them do to minimize the likelihood of much patent litigation arising in this business.

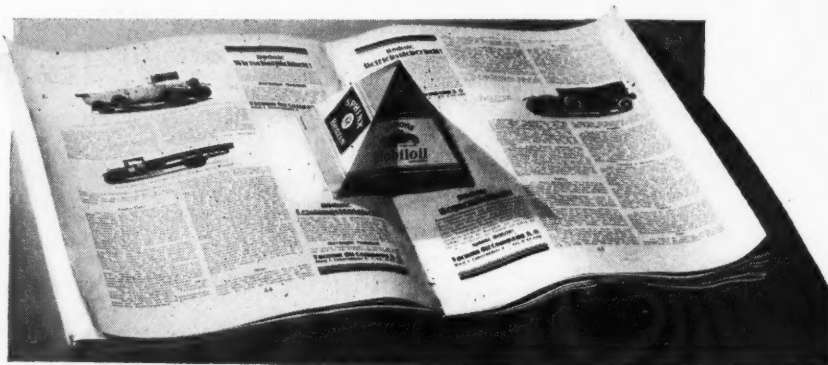
The latest industry to attempt patent pooling is radio. The Radio Manufacturers' Association, Inc., is at present promoting a cross-licensing plan, based on much the same idea used so effectively in the automobile business. While the industry is already successfully operating under RCA, Hazeltine, Jenkins Television and a few other licensors of patents at the same time, the business is a hotbed of legal controversy.

It is felt that a patent pooling system would stop most of this litigation and as in the case of the automobile trade leave the manufacturers free to devote all of their energies to the constructive problems of organization, manufacturing and distribution—"and not be harassed and hampered by threats, patent litigation and injunctions. Each company would have the benefit of the developments of the rest of the industry." Every company in the industry would necessarily be stimulated to keep pace with the others. To do otherwise would be

equivalent to stepping out of the industry. The plan has not been acted on as yet, but it is expected that the system will eventually be adopted.

Let me make it clear in conclusion that all the units in an industry where patent pools exist do not subscribe to the cross-licensing agreement. Hence all patents covering a licensing industry are not in the pool. Anyway, to do its job well, the patent pool does not have to include all patents. The pool can be successful if it includes the principal patent and if the agreement contains the representative members of the industry. When thus handled a patent pool acts as a stabilizing force in an industry and as an influence against demoralizing litigation.

Thus has one more force been brought into existence to enable the small business man to compete with his gigantic rivals. I am not contending that the cross-licensing of patents prevents mergers in industry. As a matter of fact, the industries where cross-licensing is most successful happen to be the industries that have witnessed some of our largest mergers. But the consoling fact about the situation is that these huge combinations, in many cases, are themselves participating members in these patent pools. There is no cause to worry about the weak independent business man in a country where a consolidation, such as General Motors, is willing to share its patents with its smaller rivals.



Vacuum Oil Uses Novel Device in Austrian Motor Magazine

A BRIGHTLY colored pyramid rising from the pages of *Europa Motor*, leading Viennese motoring magazine, surprised its readers recently. The pyramid, which at the turn of a page, assumed its shape, formed the central unit of an advertisement of the Vacuum Oil Company, A. G., Austria, for Sphinx Benzin (gasoline) and Mobiloil.

The pyramid was made by attaching its two vertical bases to the magazine, one on one page and the other on the second page. The horizontal bases are free, with creases at right angles from the base of the apex. When the page is turned, the pyramid is thus automatically drawn up until at the completed turn it stands in full and firm position.

Copeland Replaces Cold Canvass with Telephone Selling



© Doris Day

Two telephone girls found an average of about seventy-five prospects a day during the St. Louis campaign and eliminated hundreds.

THAT ringing telephones is in many respects a far better method of canvassing for prospects than ringing door bells is the conclusion reached by executives of the Copeland Sales Company, sales division of Copeland Products, Inc., Detroit, manufacturer of Copeland electric refrigeration machines, after having developed an unusually systematic and thorough telephone campaign and given it a fair trial.

But while there are numerous advantages of the telephone canvass, it must be properly conducted in order to be successful, in the opinion of W. D. McElhinny, vice-president in charge of sales.

"Experience has taught us that it is not satisfactory to give a couple of salesmen or stenographers a telephone directory and put them to calling

names alphabetically or at random," Mr. McElhinny said. "Neither is it satisfactory to take lists of certain classes of people and call them.

"On the other hand, there can be no doubt of the fact that the cold turkey canvass is expensive, is objectionable to salesmen, and a nuisance to householders. Every sales executive who has tried it, knows that the first two statements are true and if he doubts the other, all he need do is stay at home some day and see how many people ring his door bell.

"There is so much of it that housewives are pestered to exasperation and it is becoming a problem for a salesman to get a hearing at all. That is discouraging and it is sometimes made worse by a housewife who loses her temper and scolds the salesman for bothering her. Not only so, but it is

BY D. G. BAIRD

Two months' campaign in St. Louis uncovers 1,000 prospects and sells 175 refrigerators. Company finds telephone method is much less costly than door-to-door canvassing by salesmen and far more satisfactory to prospect and dealer.

frequently very difficult to get into the class of homes that are the best prospects for our product.

"We wanted to curtail our door-bell ringing at least, and we wanted to find a quicker and less expensive method of locating prospects. The telephone canvass seemed to be the logical solution, but we knew that much telephone canvassing has been unsuccessful and our own miscellaneous efforts along this line had not been highly encouraging. It seemed to us that the telephone canvass, to be successful, would have to be as carefully and thoroughly planned and conducted as any other sales plan. We therefore developed this plan and it has been successful even beyond our expectations.

"We went to the traffic manager of the local telephone company and told him what we wanted to do. We pointed out that hearty cooperation on the part of the telephone company might result not only in increasing his business as a result of our campaign, but that if we were successful, others would very likely follow suit and telephone canvassing would become a valuable source of revenue to his company.

"We asked him to furnish us two expert telephone girls, who had pleasing voices and tactful manners, and who could readily learn enough to answer any questions about our product which might be asked. We would employ these girls for their full time for

one month or two and would pay them whatever salary he named.

"We also wished to rent a cross index telephone directory for each girl, so she could call subscribers in order by streets.

"We did not depend entirely on the telephone manager's recommendation of girls, but gave them a voice test over the 'phone ourselves.

"We had a private line installed for each, so calls would not have to be put through our switchboard.

"In the meantime, we gave the two girls about a week's training, very similar to that given new salesmen. We acquainted them with the product, sizes, models and prices, we gave them an album demonstration and taught them the superiorities of electrical refrigeration over other methods. It was not our purpose to have them try to sell over the 'phone, but we did want them to be sold on the product and to be prepared to answer intelligently any questions which might be asked them.

Two Plans Developed

"We had asked the telephone manager's advice on the talk the girls should make, by the way, to make him feel he was taking part in the campaign, but we had two plans of our own. The girls learned a prepared conversation, and then learned how to carry it out under various circumstances.

"We have employed both plans with good results and we now leave each distributor to decide which he prefers, although we favor the suspense-surprise plan.

"One plan is the usual procedure of merely calling up and asking the subscriber whether she has an electric refrigerator and if not whether she is thinking of buying one, then telling her as many of the reasons for doing so as she will listen to, trying to arouse her interest and make an appointment for a home demonstration. This plan has worked very well.

"Even more effective, though, we think, is the other plan of holding the subscriber in suspense, then surprising her.

"We prefer to talk with the housewife, but for the purpose of arousing curiosity and holding her in suspense, we always ask first whether her husband is in, using his name, of course.

"The housewife answers the call and the operator asks whether Mr. Jones is in. The housewife's curiosity is immediately aroused and she very likely asks who is calling him. The operator ignores her question and asks again whether she may speak to Mr. Jones. Mrs. Jones then says he isn't in and again asks who is calling. Still

ignoring the question, the operator asks whether she may speak to Mrs. Jones or whether she is speaking to Mrs. Jones. The reply usually is that, 'This is Mrs. Jones. Who is calling?'

"The operator again ignores the question and springs her surprise: 'Mrs. Jones, are you going to buy an electric refrigerator this month?'

"This point-blank question is whol-



W. D. McElhinny, Vice-President in charge of sales.

According to the company's annual report for 1928 Copeland earned a net profit of \$201,694 last year. Shipments increased 42 per cent over 1927. March, 1929, volume was up 50 per cent over March, 1928. This excellent sales record is attributable to selling plans like the one described in this article.

ly unexpected and comes at a time when the woman's curiosity has been more than a little excited. It is asked in an expectant tone which intimates that the caller knows she is going to buy an electric refrigerator.

"Mrs. Jones is momentarily off her guard and during that moment she very likely commits herself in such a way that the operator can determine whether or not she is a prospect. The woman who is not a prospect at all will very readily indicate her lack of interest.

"Some are so surprised, they admit that they are planning to buy an electric refrigerator or will ask who told

you; others will hesitate and say no, they hardly think so. They have been thinking about doing so, but haven't decided yet.

"The operator, having secured the desired information, has no further reason for concealing her identity so she admits that she is calling for the Copeland-St. Louis Company, explains that the advertising department had been given the information that either Mr. or Mrs. Jones had been looking at electric refrigerators, and undertakes to make an appointment for a demonstration. 'I just called to ask what time would be most convenient to you for our representatives to call and explain to you the special offer we have on Copeland electric refrigerators this month,' the operator tells Mrs. Jones. 'Will tomorrow morning be all right, Mrs. Jones?' 'No.' 'Tomorrow afternoon then?' 'No.' 'Then what time this week would suit you, Mrs. Jones?' 'Friday morning. That will be fine, Mrs. Jones.'

Two Months' Trial

"Unless Mrs. Jones is willing to make some engagement for a demonstration, either that week or in the near future, she is not regarded as a prospect."

The plan was first introduced in St. Louis in October, 1928 and given a two months' trial. Careful records were kept and tabulated. Mr. McElhinny read summaries of several days' canvassing to indicate how the plan discovers prospects.

On Saturday October 13, one of the girls made 87 calls; 29 didn't answer, 26 were not interested, 19 had electric refrigerators, 9 were immediate prospects, 12 were future prospects, two were definite buyers; a total of 23 prospects for the day. The other girl made 88 calls; 21 didn't answer, 32 were not interested, 13 had electric refrigerators, 5 were doubtful prospects, one was immediate, 14 were future, two were definite; a total of 22 prospects for the day.

On Monday October 15, one girl made 192 calls; 79 no answer, 67 not interested, 7 electric refrigerators, 5 doubtful, 7 immediate, 22 future, 5 definite buyers; 39 prospects. The other called 188; 61 no answer, 49 not interested, 41 electric refrigerators, 9 doubtful, 6 immediate, 18 future, 4 call later; 37 prospects.

The following day one girl called 164; 55 no answer, 44 not interested, 27 had, 7 doubtful, 10 immediate, 20 future, 1 definite, 38 prospects. The other made 170 calls; 51 no answer, 52 not interested, 16 had, 8 doubtful, 7 immediate, 30 future; total, 45 prospects.

(Continued on page 372)

First Grocery Store Analysis Reveals Important Data

INVENTORY of the first retail grocery store to have the attention of the Louisville Grocery Survey, organized by retail grocers and national food distributors, has been completed, and compilation of figures indicates a number of new and valuable features to be contained in the report on twenty-eight stores. It is now expected the report will be published in July, and the first store figures promise complete compilation that will furnish to manufacturers an accurate guide for better packaging, display material, merchandising and advertising.

While variation has been shown between figures of the first store and others, many items of the first inventory are significant in their revelation of where profits are made and losses occur in a retail grocery store. When the inventories of all stores are completed, records of individual items, including their cost factors at every point in their movement through the stores, will be separately itemized and averaged, and will give manufacturers and wholesale grocers a reliable indication of the reasons for many distribution problems.

Record of Every Item

As an indication of the extent and inclusiveness of the survey, the inventory of the first store required 1,067 cards, on which exact records of every item sold in the store were entered for a period of three months. Incidentally, during the progress of the work, the owner of the store discarded approximately 150 items, because the records showed them to be unprofitable and to have little or no influence in attracting trade.

The method for all twenty-eight stores was the same, and the figures are compiled under net sales, movement cost, inventory investment, maintenance cost, administration, credits, sales cost, gross margin, etc. The purpose was to determine the exact cost of moving every item in the store from the time it left the wholesaler's warehouse until it was delivered to the consumer, also to show how much it cost the grocer to maintain one dollar of inventory and to administer one

Louisville Survey completes inventory and cost check on first independent. Indicates need for changes in manufacturing policies, such as new sizes of sales units and wider encouragement of multiple sales, and reorganization of merchandising methods.

BY JAMES TRUE

dollar of sales. With these factors established, the examiners then turned to the commodity records and traced the cost history of the entire stock, itemizing all commodities under general headings such as canned fruits; canned vegetables; beans, spaghetti and macaroni, and many others.

The store reported on is better than the average in efficient management and profits. With an inventory of about \$3,000 the store sold a volume last year of nearly \$125,000, showing a turnover which is better than that of most chains.

The detailed commodity records show the store lost money on a great many items, especially in canned foods and farinaceous products. However, loss on these items was made up and a profit shown on total volume sold during the inventory, through the profitable selling of meats, fresh fruits, vegetables, sugar, coffee, butter and other items staple in character but having a comparatively large package value per sales unit. In selling profitable items, although the mark-up was generally close, the size of sale usually provided a margin not eaten up by handling cost.

According to the analysis of this store, there are three major reasons for independent retail grocer losses: (1) marking up an insufficient gross margin, (2) slow turnover, and (3) low price per unit. It is important that the commodity record shows accurately loss or profit on every item, and indicates what changes should be made in gross margin or selling method. The turnover is not only shown by its rate, but also according to its expense on every item. Throughout the record, items with low unit prices fre-

quently show a loss, and when profitable, are usually sold as multiple sales units, such as three for fifty cents.

The commodity record plainly shows that in a retail grocery store it costs as much to sell an item at five cents or six cents as it does to sell another at from seventy cents to a dollar. This does not mean, according to the analysis, that the low priced items should not be sold, but it does indicate they should be distributed through a more economical channel or by means of a less costly method. It may indicate that chain stores, especially those in which the customer waits on herself, or automatic vending machines, furnish the most economical channels for packaged items at small prices.

This feature of the record, when completed for all twenty-eight stores, will undoubtedly contain many valuable suggestions to manufacturers. It should be remembered that the report will be a private publication. Specialists in charge of the work pointed out that in some instances it will probably be best for manufacturers to change the sizes of units sold through the independent channel. In other cases, it is probable that manufacturers, by encouraging the public through advertising to ask for multiple sales units, such as three for a quarter, can lift their products from the unprofitable into the profitable range.

In handling butter in this store, the commodity record shows a loss on all sales of a quarter of a pound, while a profit was made on sales units of one-half and one pound. While it is not expected that all of the stores will show such a definite limit of the profitable sales unit, examiners are of the

opinion that butter sales are typical and that the complete record will establish averages which will be trustworthy indicators for most of the cities of the country.

Although the method of compiling the commodity records is simple, it requires detailing of a great many cost items. At the beginning of the period, a complete inventory is taken of the stock in each store. All purchases are added for three months, and then another inventory is taken and subtracted to show the sales. Adjustments are made for stock shrinkage and returned goods, and a careful record kept of all price changes. In addition, a running record is kept of all current expenses.

At the end of the inventory period, a complete operating statement of the business of each store is drawn off by an experienced accountant. It includes all regular expense items incurred in each store. This statement differs from the conventional record, since instead of indicating to whom money was paid, it shows what money was spent for, and lists a complete cost history of every item under the three major heads of maintenance, movement of goods, and financing.

Maintenance

Maintenance includes all items of expense from which no sales are made, which accrue in a model store. These expenses include the store rent, insurance, interest on investment, depreciation on fixtures, repairs, etc.

Under movement of goods are set down all expense items for labor directly expended on moving commodities. This includes cost of waiting on customers, delivery, taking 'phone orders, transferring stock and similar effort.

The heading of financing includes items of cost due to loans from banks, credit to customers, clerical labor, bad debts, the proprietor's time and all other items within the classification.

For one week three observers checked the time of every operation in each store, and from their records wages of clerks were assigned to these three separate functions—maintenance, movement and financing.

Previous investigations, based largely on sales and turnover, have indicated that many lines and items of nationally advertised goods are more profitable to the retailer than unadvertised or local brands. But the present record shows that a great many items of advertised brands are carried at a loss which must be made up on other goods, if the independent retailer is to show a profit on his total volume.

For the first store surveyed, a group

of twenty-seven sizes and items of canned fruits shows a percentage loss on twenty. The first item, canned apricots under a nationally advertised label, in a No. 2 can shows net sales of only eleven cans in three months. On this quantity, the commodity record shows a movement cost of \$0.228, an inventory investment of \$2.16, a maintenance cost of \$2.903, net sales of \$2.53, with sales cost of \$1.65 and an operating cost of \$1.190, all with a net margin loss of 12.3 per cent. A No. 2½ can of the same product showed a slightly better record, with a net margin loss of 9.7 per cent, evidently due to the fact that thirty cans were sold during the period, on an inventory investment of \$4.14 and with \$9.90 as the net sales value.

Greatest Loss in First Group

In this first group of commodities, the greatest loss was sustained on a Number 1 can of sliced peaches under a nationally advertised label. Only seven cans of this item were sold during the period, with an inventory investment of \$3.60, a net sales value of \$1.05, and a net margin loss of 142.4 per cent. Of the seven profitable items, the best showing was made by a No. 2½ can of sliced pineapple—another brand nationally advertised for years. This item had an inventory investment of \$3.30, a net sales value of \$22.80, and a net margin profit of 8.4 per cent.

Canned vegetables showed a much better record. Out of thirty-two items, eighteen were shown to bear a profit, but the group as a whole was unprofitable for the retailer. A nationally advertised brand of asparagus in the smallest size sold forty-five cans during the inventory period, with a net margin loss of 5.4 per cent; but the No. 1 size sold 104 cans, with a slightly lower inventory investment, and with a net margin profit of 11 per cent.

Among the group of canned vegetables, the greatest loss was sustained by an eight-ounce item of mushrooms, of which only one can was sold, with an inventory investment of \$1.26, a net sales of value of \$.45, and a net margin loss of 102 per cent. Another brand of the same size sold eight cans, with a slightly higher inventory, and with a net margin profit of 9.5 per cent. As both brands are unadvertised difference in records must be credited to quality, attractiveness of label, display, or sales effort of the retailer.

The most profitable item in the vegetable group was a No. 2 can of peas, an unadvertised brand. During the period, 603 cans of this item were sold

at a movement cost of \$12.49, an inventory investment of \$5.04, a maintenance cost of \$2.107, a net sales value of \$120.60, a gross margin of \$50.25, an operating cost of \$17.418, and a net margin profit of 27.2 per cent.

In the group comprising canned beans, spaghetti and macaroni, eight items were found to be unprofitable and five profitable. A nationally advertised brand of baked beans, in the medium and small sizes, sold thirty-three and forty-one cans during the three-month period, with a net margin loss of 21.6 and 36.4 per cent respectively. A very widely advertised brand of pork and beans sold 170 cans, with an inventory investment of \$6.44, and a net margin loss of 21.6 per cent, while a local brand of red beans sold 184 cans on an inventory of \$1.43, showing a net margin profit of 2.4 per cent and an unadvertised brand of red kidney beans sold 433 cans, with an inventory investment of \$3.78, and a net profit margin of 6.7 per cent. Among the entire group, the greatest loss was sustained by a nationally advertised brand of spaghetti in a ten-ounce can, with 83.5 per cent, while a No. 2 can of another advertised brand showed a net margin profit of 9.9 per cent.

All Unprofitable

The record lists four items under meat in tins and glass, all of them unprofitable. Although seventy cans of deviled meat were sold in a 3¼-ounce size, a nationally advertised brand, the item showed a net margin loss of 31.5 per cent, evidently due to its small cost, since a five-ounce can of the same product sold only eleven cans at a margin loss reduced to 8.8 per cent—the lowest of the group. The greatest loss was on a nationally advertised brand of meat spread, of which only one can was sold, at a net margin loss of 70.7 per cent.

In the group of canned fish and sea foods, only two items—tuna and oysters—were profitable, while eleven items were shown to be unprofitable. A 3½-ounce can of Tuna was unprofitable, but a seven-ounce can of the same product showed a profit.

All items of canned soup, six in number were found to be unprofitable, and a loss was also sustained on five items of canned milk. In the group of twenty-one cereal items, six were profitable. Out of eight items of prepared flours, three were profitable.

Bulk goods showed a very much higher percentage of profitable items. Dry beans were profitable, as were all four items of noodles and two out of

(Continued on page 374)

Machinery Is the Significant American Export

BY JULIUS KLEIN*

Assistant Secretary of Commerce

THE world is quite evidently eager for the best that our industrial ingenuity has developed in the way of equipment. An interesting feature of the demand in recent months has been the sharp increase in our sales of newer types of refrigerating machinery, tobacco manufacturing equipment, air compressors and other up-to-date apparatus.

Clearly this new post-war world of industry that has arisen out of the dead ashes of 1914-18 is eager for the most up-to-date creations of our industrial engineers.

Nor is this truly impressive demand for American machinery the result simply of smart salesmanship on our part. It is but a recognition of the admitted superiority of American industrial equipment. In the machinery manufacturing industry itself, for example, thanks to the efficiency of its workers and its mechanical equipment, an output of \$5,200 worth per worker is secured each year, whereas in Germany and England the yield per man is only \$1,500 worth. These figures represented an increase in the case of the United States of about 40 per cent since 1913 (just about equal to the price changes during the intervening years), but the value of output in the case of English workers fell 20 per cent and in Germany 40 per cent. Evidently the American machinery industry is itself a convincing evidence of the superiority of the American machine.

Taking the relative status of the three leading industrial nations in this matter of the production of machinery, it is significant that the United States provides 57 per cent of the world's output as against about 13 per cent each in the case of Germany and England.

The economically new lands throughout the world, which have been awakening in part as a result of their enforced isolation during the War, have been moving forward with

*This article and those following are extracts from speeches delivered at the Washington, D. C., Conference on Industrial Advertising and Selling, May 10, held jointly by the National Industrial Advertisers' Association, the Association of National Advertisers and the Associated Business Papers under the auspices of the Department of Commerce.



Julius Klein

rapid strides in this field of newer industries. All this has reacted directly upon our own export trade. We have naturally suffered losses in our shipments of the products of our competing industries. On the other hand, we have not only had the notable increases in sales of machinery already noted above, but have also exploited with extraordinary success the increasing buying power of the newly employed factory hands in foreign countries. For instance, our sales of cigarettes to China have risen from a prewar average of 654,000,000 "smokes" to 8,260,000,000 last year. Our sales of passenger cars to Australia, largely of the cheaper varieties, have risen from a 1910-14 average of about 2,000 passenger cars to more than 38,000 last year.

There has been much speculation as to the opportunities for the introduction of Americanized mass production equipment in European industries. The ominous possibilities of such a development in terms of more aggressive competition by Europe with the United States have caused considerable anxiety in some quarters. However, before we become unduly exercised over such a fearsome prospect, it is well to bear in mind that there are a number of formidable obstacles

in the way of any such devastating "Americanization" of the industries of the Old World. In the first place, our industrial equipment has risen largely out of the comparative need of labor-saving devices in this country. There is no situation parallel to this in Europe. The introduction of labor-saving devices in the face of millions of unemployed, as in the case of England and Germany, the two major industrial nations of the Old World, would promptly create a politico-economic situation of prime gravity. American machinery is finding a market in Europe because of its capacity to do other things than to save labor and develop mass production.

In this same connection, it is well to remember that perhaps the outstanding feature of European industrial production is the individual skill of the artisan. This is an asset which European industrial leaders will not for a moment sacrifice by the introduction of American industrial standardization on a large scale.

Selling Industrial Products in Foreign Markets

By ERIC T. KING

Chief, Specialties Division, Department of Commerce.

HOW can you make your product known to the industrial establishments abroad who have potential use for it? Personal presentation by a technically qualified American sales engineer would be the first desideratum of all, but it is economically possible only to a few exporters in important markets. A large volume of profitable sales is necessary to support such enterprise. The many forms of advertising employed to sell consumer merchandise are not generally regarded as effective for industrial sales.—I refer to local newspapers, popular magazines, posters, billboards, car cards, motion picture slides and stunts. It is noticeable, however, that certain capital goods have been advertised through some of these channels, and with a persistence which should indicate a degree of success. These are border-

line commodities, however, such as typewriters, farm machinery, motor trucks, fertilizers and bulk chemicals. It would seem that the absence of selective mediums would constitute the principal reason for the use of such mediums. Potential buyers represent only a small percentage of the people seeing such advertisements.

There remain trade papers, export journals, directories, direct by mail and special adaptations of other methods which may be fitted to special cases. I believe it is a safe statement that the United States publishes the best trade papers in the world. There are some published abroad of unquestioned merit and perhaps with some claim to advertising value. But their value is extremely difficult to appraise because definite facts as to amount and distribution of circulation are very rarely available. The bureau has had occasion to go so far as to issue warnings with respect to some publishers overseas, who, through offers of free publicity, were shaking down advertising dollars from American firms with apparently nothing more to offer than an appeal to vanity. In considering American publications as export mediums, a distinction should be made between publications issued for domestic circulation, with incidental circulation abroad, and those prepared strictly for overseas subscribers—some of them printed here in foreign languages. American trade journals in those fields where the rest of the world recognizes leadership in United States methods, certainly merit the first consideration of advertisers.

Foreign Trade Papers

Foreign trade papers, though different from our own, may play a useful part in your program. I have in mind a case where the manufacturer of a bulk commodity selling only two or three countries carries stocks at Hamburg. He feels that advertisements in Swedish and German trade papers with a Hamburg address line are more effective in his markets than any advertising in American journals which he could buy with the same expenditure.

Listing in reputable international trade directories probably has some value—I believe the better ones make no charge for listing,—the value of advertising in them is a matter which I am not competent to discuss. Some foreign directory publishers have used among our manufacturers solicitation methods which do not conform to our ethical standards.

The American export journal—which has been a faithful missionary for many years to all corners of the world and for all classes of goods—

carries that same cordial invitation to open negotiations. It might be particularly useful to the industrial advertiser in helping him find suitable distributors or agents. A manufacturer of a widely used item of factory equipment told me not long ago that he had used one of our best-known export journals for twenty-five years, and it was still getting new customers for him.

Direct by mail advertising, if useful to you in this country, might prove equally so abroad; more so, for it isn't so prevalent in other countries. The nature of your product, the number of prospects to be reached in a given language, the possibility of the building up of an adequate mailing list, and many other factors would have to be considered. The Commercial Intelligence Division in cooperation with the appropriate commodity division of this bureau could probably assist you materially in working out a direct-mail effort.

Use of Motion Pictures

The industrial or institutional motion picture film has been utilized to some extent both here and abroad as a sales aid.

A concrete example which illustrates the use of the motion picture as an advertising medium is presented in the case of the American dye manufacturers in holding their Chinese trade. Before the war most of the world looked to Germany and England for their dyes. When these countries were shut off from supplying the demand, the United States began making its own dyes and eventually developed enough business so that it supplied dyes to the large and important markets in the Orient. But after the war, China, as a result of long habit, turned back to Germany for its dyes. The American manufacturers and exporters of dyes, knowing that they had many colors equal in quality to the German dyes, sent experts to investigate the Chinese market. These experts reported that the conservative Chinese feared that such a new industry in a young country would not have the stability either in manufacture or in distribution to continue to supply so large a market as the Orient in competition with revived European industry. To refute this idea, and to convince the Chinese of the stability, permanency and general soundness of the American dye industry, the American dye manufacturers had a motion picture made showing the dye industry in the United States was more than one hundred years old, that \$20,000,000 were invested in dye plants, which covered thousands of acres of valuable land, and views were given

of the substantial buildings and the army of employees. The result of the showings in China of this set of pictures, proving that the American dye business is on a sound and permanent basis, is that today the American dye manufacturers have regained and increased their business in China.

The Specialties Division is not a professional consultant on overseas advertising, and it does not concern itself with the circulation, rates, etc., of domestic publications. We maintain no lists of them. American directories and the publishers themselves are better qualified to keep them before you. We do undertake to collect and spread facts with respect to media and methods available in foreign countries. We have issued lists of publications, country by country; we can loan you original reports from every market on the subject of advertising; we have foreign press directories, sample copies of five or six thousand publications—and will undertake to develop facts in connection with specific advertising problems, if our present files do not contain the answer.

Why Export?

By WALLACE THOMPSON
Editor, Ingenieria Internacional

THE average export business of the American manufacturing companies which are seriously concerned with sales abroad is over 10 per cent of their total production and this is running as high as 55 per cent in many industrial machinery companies manufacturing products whose consumption ten years ago was 100 per cent dependent on the United States. Is not this the most eloquent answer to the question of "Why export?"

But another, if less concrete, answer is that the world needs and knows that it needs what the United States produces. Men in other lands today want our automobiles and our road machinery, our specialties and our labor-saving industrial tools and machines, because they are finding in these tools something of the secret of our great prosperity, an essential factor of the modern civilization they are building on their own national economic and social structure.

In the ten years since the armistice the world at large, and particularly the peoples of the so-called "new" countries, have come to realize that American business has a philosophy so different from the business philosophies of the ancient era before 1914 that to those new nations it is almost

(Continued on page 369)



Today's business "be-
strides the narrow world like a
colossus." And advertising . . .

As one of the six largest advertising agencies in the world, this company sees business problems with eyes on world horizons.

Our nine offices in the United States and Canada—our branches in London, Paris and Berlin—are not alone sources of information on local conditions. They are focal points to which come all that is most progressive in advertising technique.

McCann may well solve a sales problem in London with an idea originated in San Francisco and first applied in Toronto—all under this company's supervision.

But, despite our size and the scope of our activities, we are so organized that every account has the personal direction of one of our principals and the service of first rank advertising men. Do you know our record for *holding business*?

• The H. K. **McCann**
COMPANY • ADVERTISING

NEW YORK	CHICAGO	CLEVELAND	SAN FRANCISCO	LOS ANGELES	SEATTLE
DENVER	MONTREAL	TORONTO	LONDON	PARIS	BERLIN



A new name in the automobile world . . . the Viking . . . the 90-degree V-type Eight at medium price. And it is a companion to one of the oldest names in all motordom . . . Oldsmobile. At the time of the introduction of the new Viking it is interesting to note that Oldsmobile Six sales in 1928 were 53 per cent greater than in 1927. Since 1923 the Olds Motor Works, manufacturer of both Oldsmobile Six and Viking Eight, has been a Campbell-Ewald client.



In addition to Oldsmobile and Viking, the Campbell-Ewald Company advertises the following services and products: — American Automobile Association; Ashley-Dustin Steamship Line; Bank of Detroit; Bowes Brothers Bonds; Buick Motor Cars; Burroughs Figuring Machines; Canadian General Electric Co., Limited (Institutional); Caterpillar Tractors (Canada); Chevrolet Motor Cars; Consolidated Corrugated and Folding Paper Boxes and Binders' Board; Copeland Electric Refrigerators; Delco-Remy Automotive Products; Delco-Products, Lovejoy Shock Absorbers; Detroit & Cleveland Navigation Company; Detroit & Port Huron Steamship Lines; Dover Mfg. Co., Lady Dover Electric Irons and Percolators; Fireside Industries Home Arts Training; Fokker Airplanes; Fyr-Fyter Extinguishers; General Motors Building; General Motors of Canada (Institutional and Products); Grand Rapids Metalcraft Corp., Kelch Heaters; Harrison Radiators; Hercules Truck Bodies; J. L. Hudson Department Store; Hyatt Roller Bearings; Kleiner, Tom Moore Cigars; S. S. Kresge Stores; Liberty Ready-Cut Homes; Link-Belt Industrial Products; C. H. McAleer Automobile Polishing Products; Milson Extracts and Pharmaceutical Products; National University Society, Business Coaching; National Bank of Commerce of Detroit; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Panama Mail Steamship Co.; Pontiac Motor Cars; Postel's Elegant Cake Flour; Premier Cushion Springs; Rambler All-Metal Aeroplanes (Canada); Sawyer-Massey Road Machinery (Canada); Scher-Hirst Clothing; Shotwell Marshmallows; Society of Automotive Engineers; Stanford University Press; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Webster Cigars; Western Air Express, Airplane Transportation; White Star Steamship Lines; Wolsey Woolen Wear (Leicester, England).

Campbell-Ewald Company, H. T. Ewald, President
General Motors Bldg., Detroit; New York; Chicago; Seattle
Los Angeles; Portland; San Francisco; Paris, France
In Canada — Campbell-Ewald, Limited, Toronto; Montreal

Address our Detroit Office for a booklet featuring the personnel and organization of the Campbell-Ewald Company



"Pale hands
pink tipped"
—and yet they mop

NO more ruined manicures, or reddened hands. You can mop now without touching mop water!

The Betty Bright Mop wrings itself. You turn the grip—the cloth is twisted dry! A new principle.

A million and a half women use Betty Brights; would never give them up. You must see one—how simply it wrings itself; how it adjusts for cleaning close along baseboards without streaking; how easily its cloth is replaced (if you wish, with one for dry floor polishing).

If your dealer hasn't the Betty Bright Mop, send \$1 with coupon below, and receive one postpaid.

BETTY BRIGHT
SELF-WRINGING
MOP

ADDRESS NEAREST OFFICE

Parker-Hogan Corporation, Dept. 20-23, 524 Superior Ave., N. E., Cleveland, Ohio; 595 Market Street, San Francisco

Please send me a Betty Bright Self-Wringing Mop complete; I enclose \$1 money order, currency, check.

Name _____ Street _____

City _____ State _____

This stamp binds to it (name and address)

NOTE: Betty Bright floorcloth mop, \$1.50; Betty Bright Pail, for larger, enamel, \$2.00. See ad. of dealer or send postpaid on request.

(J. Walter Thompson
Company, Inc.)

The old-time advertisers would have sold a mop for its efficiency to clean floors or a soap for its ability to wash dishes. The new school, however, understands its market better, and mops and soaps become beauty aids. It is interesting to note that neither Lux nor Ivory have a word to say about the merits of their products as cleansers.

Sales Management Gallery

(J. Walter Thompson
Company, Inc.)

"Beauty Care
right in the dishpan"



305 famous
Beauty Shops
give this hint
to wives

The easiest, wisest
Beauty Care
known

Two finger beauty salons in all parts of the country say: "We find women who use Lux in their dishpans have hands as truly lovely. It is women who waste no time in their week... for Lux gives the hands real beauty care."

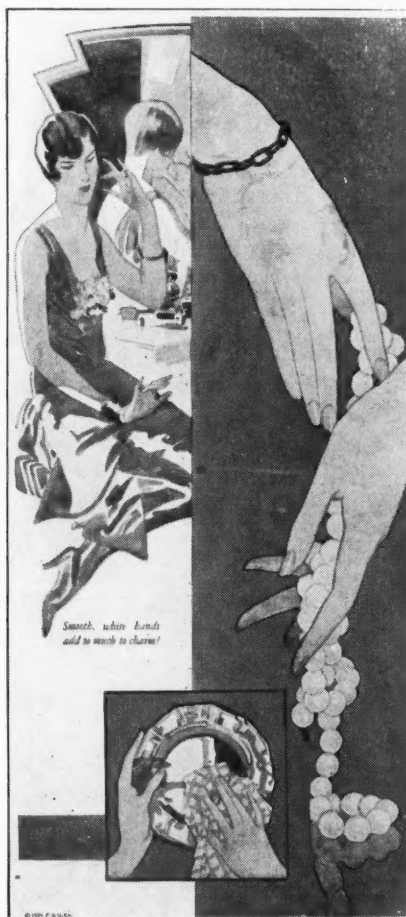
It takes
no extra time
no trouble

Can you imagine anything more economical? Just to know that while doing the dishes—without one extra minute of time, with no trouble, one's hands can be gently washed and treated—given beauty care right in the dishpan!

Costs less
than
1¢ a day!

When you stop to think, it's easy to see why! Lux, made of the finest materials known, by a special waste process, protects the precious oils of the skin—keeps hands smooth, unwrinkled! Yet Lux for all your dishes costs at most nothing—less than 1¢ a day!

Give your hands this
Beauty Care—
with Lux in your
dishpan—today!



Day-long protection for
fair hands

[A BEAUTY SUGGESTION
FOR BUSY HOURS]

When hands can look as smooth and cool as flower petals, doesn't it seem extravagant to let their loveliness slip away—day by day—in a round of soap-and-water tasks?

Many women have adopted a very simple plan to protect their hands—they use Ivory to wash glasses, china, lacquered furniture, glossy woodwork, colored cottons and linens—instead of harsh kitchen soaps which parch and render the skin.

These women have found that "Ivory for everything" is a very practical and economical beauty measure—it keeps their hands smooth and white. Compared to other beauty aids in their bathroom and upon their dressing tables, the little extra cost of Ivory is almost nothing.

Try Ivory for all your soap-and-water tasks this week. Don't put out this suggestion away in your mind and plan to try it sometime. If you begin tomorrow to use "Ivory for everything" and see how much softer and smoother your hands quickly become, we believe you will never again let a wash soap rob them of their charm.

FREE! A little book on charm. What kind of care for different complexion? For hands? For hair? For fingers? A little book, "On the Art of Being Charming," answers many questions like these, and is free. Address: Winfield S. Carter, Dept. VJ-39, Box 1881, Cincinnati, Ohio.

IVORY SOAP

KIND TO EVERYTHING IT TOUCHES
99% PURE IT FLOATS



(The Blackman Company)

Can you Find the Woman in this car?

Surely—but there's lots of car and use much woman! Yet this little 120-pound woman must actually handle this big 4000-pound car—relying solely upon the steering wheel and steering gear to guide the car, to control its direction, to maneuver it, to park it, to swerve it quickly in emergencies, to swing it around corners or through traffic—in all sorts of weather, over all sorts of roads and at all speeds!

That's what steering means—in any car. Could anything be more important—to men as well as women?

Ross Steering, based on the exclusive and patented cam-and-lever principle, helps you *handle* your car—brings easier wheel-turns, instant response, greater stability and relief from road-shock. Expect these advantages—all of them—if your new car is Ross-equipped. Why be satisfied with less?

ROSS GEAR & TOOL COMPANY, Lafayette, Indiana



ROSS Cam & Lever STEERING

THESE CARS ARE ROSS-EQUIPPED...

For manufacturers of the cars listed below, appreciate the importance of steering, and want you to know what they believe to be the best. Therefore, they supply Ross Cam and Lever Steering Gear as standard equipment to the dealer and manufacturer of these 30 makes of buses and 11 makes of sedans.

Alfa Romeo	De Pore	Graham-Paige	Lochmole	Pierces
Chrysler	Edsel	Hupmobile	Morris	Roe
Clairemont	Franklin	Isotta Frasconi	Marmon	Stearns
Cummins	Garrett	Knight	Nash	Studebaker

YOU CAN PUT ROSS IN OTHER CARS...

Check and Mail This Coupon

Ross Gear and Tool Co., Lafayette, Ind.
(Please send me booklet on "Steering and Facts about Ross-Repairs" Gear. I have indicated below the name and body style of the car I drive.)

☐ Overhead 4 ☐ Coupe ☐ Sedan ☐ Convertible ☐ Station Wagon

☐ Cabriolet ☐ Roadster ☐ Tourer ☐ Limousine ☐ Sedan

Name _____ Address _____

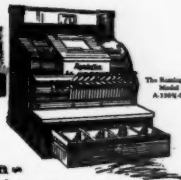
(Sidener, Van Riper & Keeling, Inc.)

How different from a few years ago when manufacturers concealed their dealings with chain stores.

You can find the woman—but you also find emphasis placed on the importance of steering-gear.

Chosen Again!

Remington Cash Registers selected as standard equipment by **SCOTT STORES**



Remington — the standard of comparison — supreme in quality and performance

Scott Stores of Chicago will open one thousand 5¢ to \$1.00 stores—ultimately they will require 25,000 cash registers. The importance of this large investment, and the realization that the success of their audit and inventory control system will depend on their cash registers, led Scott Stores' experts to make an exhaustive analysis of all cash registers. They selected the Remington Automatic Check Printer. The decision was clear cut and decisive, based on performance, quality and reliability. Remingtons were selected not only for the new stores to be opened, but also replaced all other make cash registers now in use in their existing stores.

They wanted all the Remington features **So they bought Remingtons**

Other satisfied Chain Store users

<p>1. J. C. Penney, Inc., New York City</p> <p>2. J. C. Penney, Inc., Chicago</p> <p>3. J. C. Penney, Inc., St. Louis</p> <p>4. J. C. Penney, Inc., Minneapolis</p> <p>5. J. C. Penney, Inc., Detroit</p> <p>6. J. C. Penney, Inc., Cleveland</p> <p>7. J. C. Penney, Inc., Columbus</p> <p>8. J. C. Penney, Inc., Cincinnati</p> <p>9. J. C. Penney, Inc., Indianapolis</p> <p>10. J. C. Penney, Inc., Louisville</p> <p>11. J. C. Penney, Inc., Memphis</p> <p>12. J. C. Penney, Inc., Nashville</p> <p>13. J. C. Penney, Inc., New Orleans</p> <p>14. J. C. Penney, Inc., Oklahoma City</p> <p>15. J. C. Penney, Inc., Omaha</p> <p>16. J. C. Penney, Inc., Phoenix</p> <p>17. J. C. Penney, Inc., Portland</p> <p>18. J. C. Penney, Inc., Salt Lake City</p> <p>19. J. C. Penney, Inc., San Francisco</p> <p>20. J. C. Penney, Inc., Seattle</p> <p>21. J. C. Penney, Inc., Spokane</p> <p>22. J. C. Penney, Inc., Tacoma</p> <p>23. J. C. Penney, Inc., Vancouver</p> <p>24. J. C. Penney, Inc., Victoria</p> <p>25. J. C. Penney, Inc., Winnipeg</p>	<p>26. J. C. Penney, Inc., Montreal</p> <p>27. J. C. Penney, Inc., Quebec</p> <p>28. J. C. Penney, Inc., Toronto</p> <p>29. J. C. Penney, Inc., Ottawa</p> <p>30. J. C. Penney, Inc., Hamilton</p> <p>31. J. C. Penney, Inc., Kingston</p> <p>32. J. C. Penney, Inc., London</p> <p>33. J. C. Penney, Inc., Windsor</p> <p>34. J. C. Penney, Inc., Sarnia</p> <p>35. J. C. Penney, Inc., Kitchener</p> <p>36. J. C. Penney, Inc., Guelph</p> <p>37. J. C. Penney, Inc., Brantford</p> <p>38. J. C. Penney, Inc., St. Catharines</p> <p>39. J. C. Penney, Inc., Niagara Falls</p> <p>40. J. C. Penney, Inc., Buffalo</p> <p>41. J. C. Penney, Inc., Rochester</p> <p>42. J. C. Penney, Inc., Albany</p> <p>43. J. C. Penney, Inc., Syracuse</p> <p>44. J. C. Penney, Inc., Utica</p> <p>45. J. C. Penney, Inc., Binghamton</p> <p>46. J. C. Penney, Inc., Ithaca</p> <p>47. J. C. Penney, Inc., Elmira</p> <p>48. J. C. Penney, Inc., Corning</p> <p>49. J. C. Penney, Inc., Oneonta</p> <p>50. J. C. Penney, Inc., Poughkeepsie</p>	<p>51. J. C. Penney, Inc., New York City</p> <p>52. J. C. Penney, Inc., New York City</p> <p>53. J. C. Penney, Inc., New York City</p> <p>54. J. C. Penney, Inc., New York City</p> <p>55. J. C. Penney, Inc., New York City</p> <p>56. J. C. Penney, Inc., New York City</p> <p>57. J. C. Penney, Inc., New York City</p> <p>58. J. C. Penney, Inc., New York City</p> <p>59. J. C. Penney, Inc., New York City</p> <p>60. J. C. Penney, Inc., New York City</p> <p>61. J. C. Penney, Inc., New York City</p> <p>62. J. C. Penney, Inc., New York City</p> <p>63. J. C. Penney, Inc., New York City</p> <p>64. J. C. Penney, Inc., New York City</p> <p>65. J. C. Penney, Inc., New York City</p> <p>66. J. C. Penney, Inc., New York City</p> <p>67. J. C. Penney, Inc., New York City</p> <p>68. J. C. Penney, Inc., New York City</p> <p>69. J. C. Penney, Inc., New York City</p> <p>70. J. C. Penney, Inc., New York City</p>
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In the past eight years Remington has developed and produced more cash register features than all other cash register companies combined

SALES AND SERVICE OFFICES ARE LOCATED IN ALL PRINCIPAL CITIES OF THE UNITED STATES AND IN CANADA—ALSO IN FOREIGN COUNTRIES

Address your inquiries to

Remington Cash Register Company, Inc.
FACTORY AND GENERAL SALES OFFICES
Ilion, N. Y., U. S. A.

(Cross & La Beaume, Inc.)

How Advertising Has Helped to Solve One Railroad's Problem

THE kinship of advertising and transportation is no mere figure of speech. The use of newspapers for advertising and the use of railroads for transportation began about the same time. They were infants together a hundred years ago. You know what newspaper advertisements were then—single-column readers, illustrated by wood cuts, mere announcements. Railroads were just as primitive—wood-burning locomotives pulling diminutive cars over wooden rails capped with strap-iron. Look at them now. Advertising today is art made practical in marvels of illustration, typography and space—no longer mere announcements, but eloquent in their persuasiveness. Railroads have advanced, too. Our country today is fairly covered with a network of steel rails, over which the nation's business flows freely and smoothly. Advertising and transportation alike are recognized factors in modern business economy. Both are indispensable in modern life.

Their twin growth is more than a coincidence. The fact is that modern advertising is the outgrowth of conditions resulting from the stimulating influence of railway transportation. Before we had railroads in this country there was no incentive for business men to advertise. Transportation and communication were difficult and expensive. Wants were simple. They had to be. The goods that were traded in were mostly home-made. In short, there was little to advertise, and there was little reason to advertise what there was, for business was local.

The growth of the railroad changed all that. With improved transportation the scope of business widened. Specialization began. The possibility of increased distribution made large scale production and manufacturing practical. National capital and income grew. Trade was quickened, competition developed, and thus the stage was set for advertising.

That is one contribution which the railroads have made to advertising. They also have contributed to advertising by accelerating communication, carrying mails and distributing news-

*Extracts from a talk delivered before the International Advertising Association meeting in Chicago, May 14, 15, 16.

The Illinois Central has for years followed the policy of advertising in practically every newspaper along their line. Why they have pursued such a policy and how it has helped to build profits and the remarkable good will this company enjoys is explained here.

BY L. A. DOWNS *

President, Illinois Central System



L. A. Downs

papers and magazines. The speed and economy of railway service are large factors in the circulation of publications everywhere, large and small.

Advertising has likewise served the railroads. The railroads were among the first newspaper advertisers, and they have been using advertising pretty consistently ever since for information and persuasion. The results are many. For one thing, the use of advertising by the railroads has done much to make the United States a nation of travelers. For another, it has helped to make taking vacations a national habit. Recently the Illinois Central System has taken the leadership in using advertising to popularize winter vacations for the betterment of health and the stabilization of busi-

ness. The effectiveness of newspaper advertising in the railway business was clearly demonstrated when we inaugurated our de luxe train, the Floridan, a few years ago. Our decision was made late in the year. The Florida season was under way. However, liberal use of advertising put the train over—made it a success—from its start.

The railroads also are using advertising nowadays to increase good will. The Illinois Central System is a leader in that, too. On the first of every month for nearly nine years we have told our story in the newspapers along our lines, talking about the problems, achievements and prospects of the Illinois Central and of the railroads as a whole, inviting constructive criticism and suggestions. The statement that was published May 1 was the 105th in this series. I think that is a record for duration and continuity of a single advertising campaign. The objects of this good-will advertising are these:

To obtain recognition of the fact that good service cannot be expected of impoverished railroads;

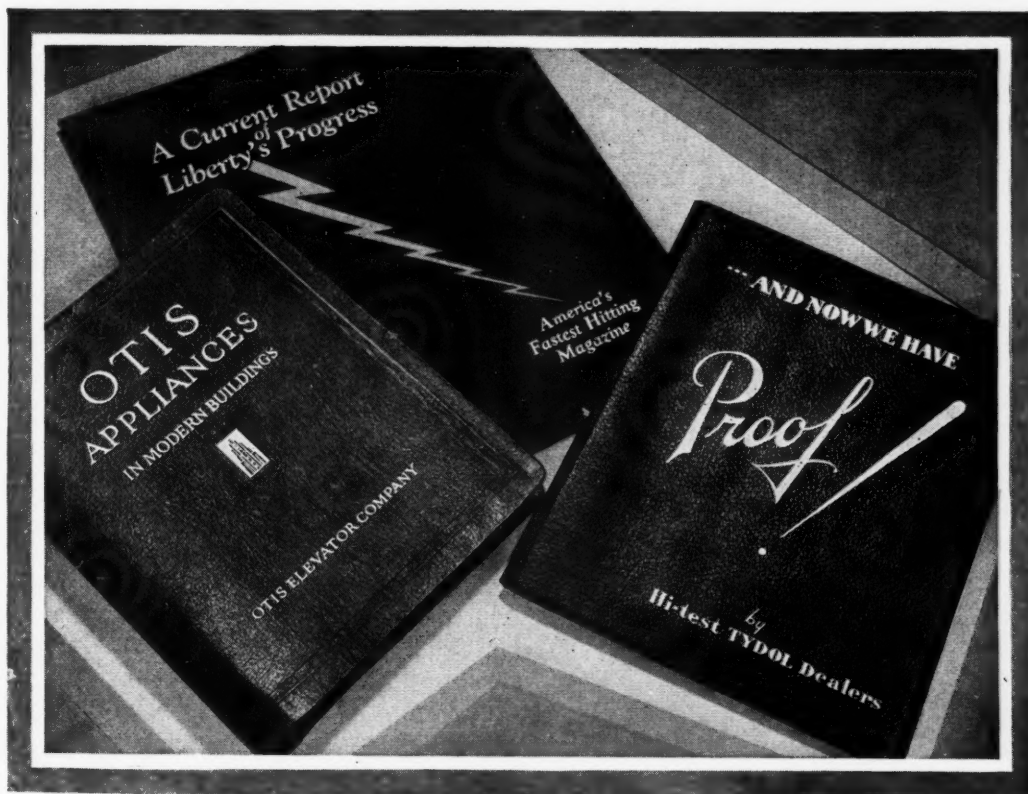
To take the mystery out of railroading, thereby removing the inevitable results of suspicion, distrust and misunderstanding;

To give the public facts upon which to base an intelligent attitude toward matters of current interest affecting the railroads;

To work toward cooperation instead of hostility in the settlement of questions involving relations with patrons and governmental agencies;

To arouse an appreciation of the railroads and of sound economic policies that will lessen unjust demands upon them;

The most "ubiquitous salesman" you employ



Photograph through courtesy of Brewer-Cantelmo Co., Inc., Advertisers' Service, New York City

"UBIQUITOUS"—according to Noah Webster, the prominent lexicographer—means "being present everywhere."

Therefore this tongue-twister is an excellent descriptive word for a catalog. Your catalog is really a salesman for you—though a silent one. And no other salesman in your organization can be in quite as many places at once as your catalog.

How important then that this catalog, the carrier of your organization's message, should make a good impression on customers and prospects. And to create this good impression many companies today are having their catalogs bound in durable, rich-looking du Pont Fabrikoid.

Du Pont Fabrikoid wears long and well—keeps its good looks. It is waterproof, wear-proof. Stains, fingermarks, grease spots, ink spots and smudges wash off quickly with soap and water. Fabrikoid stands up under both use and abuse, defies wear and tear. Its neat, sturdy appearance gives your catalog prestige—assures it of getting attention from even the busiest of men.

Write us for full information today.

E. I. DUPONT DENEMOURS & CO., INC.
Fabrikoid Division, Newburgh, N. Y.

Canadian subscribers address:
CANADIAN FABRIKOID, LIMITED,
New Toronto, Ontario, Canada



FABRIKOID

MAKES COVERS SAY "ATTENTION!"

Our Department of Design will gladly cooperate with you on any question concerning the making of your catalog cover.

To create improved morale among railway employes and thus make for the increased efficiency, economy and courtesy of railway service;

To meet the competition of other railroads and of other transportation.

As newspaper advertising executives it will interest you to know our reason for advertising in the newspapers along our lines. Certainly it is not to influence editorial opinion. Editorial opinion that is worth anything is not for sale, and editorial opinion that is for sale is not worth anything. We have a more substantial reason than that. We believe we have a message to all who read, and newspapers reach

all who read. No person can have an intelligent grasp of modern life in its various social, political and economic aspects without reading newspapers. They supplement all other reading. Therefore, they give us 100 per cent coverage. That is not all. Not only in coverage but in reader interest they stand preeminent. This is true of small as well as large papers. It has been interesting to see the increased use of country papers by national advertisers. Our railroad pioneered that way. For nearly nine years we have advertised in every paper on our lines, country as well as city papers, weeklies as well as dailies.

lems of all business, there are necessarily conflicts of interest, a misconception of the use of advertising; there are demands for the exploitation of space or media, for ulterior purposes; there are reflections of one advertiser upon another; there is the duplication of sales effort beyond the economic need of the community; there are problems involved in the character and necessity of the presentation of sales argument; there are problems involving the mechanics of advertising, as to whether or not they are offensive or destructive of individual rights.

The urge of all of these disciplinary movements is that we shall command the respect and confidence of the public.

It is equally certain that if we do not discipline ourselves somebody else will; that is to say, either legislatures, or, in the last analysis, public opinion.

Outlines New Objectives of Advertising Association

BY WALTER A. STRONG*

Chairman of the Board, I. A. A.

THE first objective of the association, and which in my opinion justifies itself, is to coordinate in the industry itself the new endeavor to solve the demands for the establishment of a new economic order in fact-finding as applied to advertising. This coordination can be accomplished in three ways.

First, by having a definite determination of existing facts and efforts now known, analyzed and understood.

Second, by reflecting the deficiency, duplication and waste in this effort back to the sources which now exist for further research.

Third, if the combination of these two efforts still shows there is need for original work, this association should do it, or at least be so intimately associated with it that the final objective can be kept clearly in mind by all parties to the effort.

A note of warning on this last is due, for the reason that we must convince ourselves, convince industry and, finally, the public, that our effort is based upon scientific principle, is unprejudiced, and will bring a true result. In other words, we must guarantee our good faith.

If these three principles can be made operative, in my judgment the industry will be saved millions of dollars. A project of this kind cannot be accomplished in a few months or even years.

There are certain things which have



Walter A. Strong

to be done immediately, or at least a progressive policy established which will guarantee that the standards upon which we operate will be established and compelled on the industry. The second objective, therefore, is the disciplinary function of the association.

We have in our club membership 15,000 men and this is a fertile field for the operation of this principle. The club life and interest should be so directly drawn into this program that it will serve as a laboratory and a field of promotion for acceptance of discipline principles.

In the functions of advertising, which meet and are involved in prob-

Pretend to Be Experts

We pretend to be experts. We offer our services as economists presumed to have an understanding of the relation of business to the community and their needs. But so far we have lacked an intelligent application of those principles to our own industry. This disciplinary movement cannot be conducted by one individual or one branch of the industry. If one publisher attempts to promote discipline on a high plane he suffers the competitive disadvantages resulting.

It might be said that standardization is closely identified with the disciplinary movement, but I have placed the disciplinary movement first as the foundation upon which certain standards can be established. I do not refer only to standards of conduct, but to standards of operation and education, codes of ethics and the offering of that information on a standard basis which the advertiser needs to get the most for every dollar he spends for advertising.

In giving the title, promotional education, to the fourth division of our new objectives I want it clearly understood here and now that ballyhoo principles are to be eliminated, that our promotional education shall be sensibly identified with our fact-finding work.

The advertising man of tomorrow as we see him should be among other things an economist. Is he being grounded in the economic principles of this new age and of advertising in its relation to it? Are we to see again the controlling factors and individuals of industry operating business without a deep and convincing idea of the value of advertising?

*Speech delivered at the International Advertising Association meeting, Chicago, May 14, 15, 16.

ADVERTISERS IN LIFE DURING APRIL 1929

Abbott's Bitters
Allen Tours
All Year Club of Southern California
A. C. F. Cruisers
American Telephone & Telegraph
Absorbine, Jr.
Allen's Foot-Ease
Apollinaris

Broadmoor Hotel
Bayer Aspirin
Beeman's Pepsin Gum
Bell & Howell
Brown & Haley (Almond Roca)

Canadian National
Cunard Line
Thos. Cook & Son
Chicago, Burlington & Quincy
Cosulich Line
Command-Aire
Carbona
Crane Company
Chris-Craft Motor Boats
Cadillac-La Salle
Camel
Clark's Teaberry Gum
Chrysler
Crown Lavender Smelling Salts
Coca Cola

Dean & Dawson
Dunlop Golf Balls
Dick Mimeograph
Davey Tree
Dentyne Chewing Gum
Dodge

Ethyl Gasoline
Eastman Kodak
Edgeworth Tobacco

Forhan's Toothpaste
Folmer Graflex
Franklin Automobile
Franco Belgique Tours
French Line

Fatima
Flit

Gillette Safety Razor
General Tire
Graham-Paige
Goodyear Tire

Hawaii Tourist Bureau
Hotel Roosevelt
Hamburg American Line
Hay's Fruit Juice Company
Hotel Belvedere
Hind's Honey & Almond Cream
Hotel Ansonia
Hodgson Houses
Houdaille Shock Absorbers
Hotel Madison

International Mercantile Marine
(Transatlantic)
Ingram's Shaving Cream
Johnston & Murphy

Kolster Radio
Kermath Marine Engines

Lyon Steelart Card Tables
Liquid Arvon
Listerine
Lucky Strike
Lincoln
Lyterlife

Metropolitan Life Insurance Company
Montague Rod & Reel
Murine
Murad
Mohawk Tires
Marlboro

Northern Pacific
Norwalk Tires

Old Town Canoes
Old Gold

Packard
Panama Pacific Line
Planters Salted Peanuts
Phoenix Hosiery

Railways of France
Russell Patterson School of Art
Rite Grip Company
Ronson Lighter
Reddy Tee
Richardson Cruisabouts

Stutz
Sunkist Junior Extractor
Simmons Chains
Squibb's Shaving Cream
Squibb's Dental Cream
Students Travel Club
Savoy Plaza
Sir Walter Raleigh Tobacco
Spalding Golf Clubs
Spalding Golf Balls
Studebaker
Sterling Engine
Santa Fe Railway
Scroll Art Studios
Sheaffer Pen

Timken Bearings

United Drug

Wrigley's
Wetzel
Western Electric
Wilson Western Sporting Goods
Willys Overland Whippet
White Rock

The golfing, motoring, traveling, enjoyment-minded group, which is the top of the market in every community, measures merchandise by a new standard—the enjoyment of living. LIFE is geared to this new standard: through its reports on metropolitan life, the theatre, the movies, the new books, supper clubs, dance numbers, and records, it has become the national service magazine for the enjoyment-minded. To advertisers of enjoyment merchandise, LIFE offers a profitable primary market and a nation wide sales influence.

LIFE

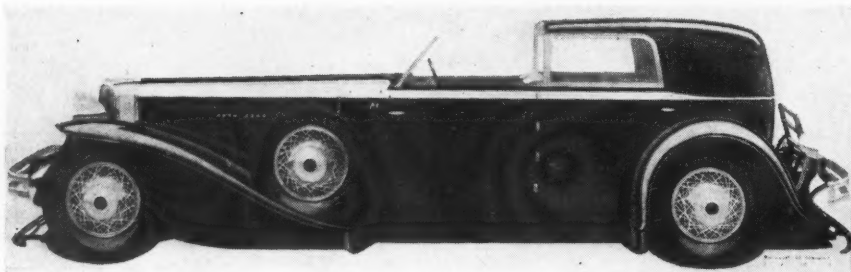
EDWARD DUNNING
ADVERTISING MANAGER

New Company to Introduce Front-Wheel Drive Car

As told to Lawrence M. Hughes

BY ARCHIE M. ANDREWS

President, New Era Motors Company



The new "Ruxton" car has many unique features of design, among them being a low-slung body without running boards.

The introduction on a nation-wide scale of a new front-wheel drive motor car—the possibilities for which have been discussed and worked upon in the automotive industry for more than twenty-five years—was assured this week by the formal organization of the New Era Motors Company and the announcement of a distributing organization covering every part of the country.

Distributors are now located in New York, Cleveland, Chicago, Detroit and Los Angeles, to cover their respective sections, and an organization of 250 dealers—most of whom will handle the new car in addition to present lines—will be effected this year.

The new car will be known as the Ruxton, and manufacture at plants of three large automobile companies has already begun. We expect to produce 1,000 cars in July; 2,000 each month thereafter for the balance of the year.



© Arnold Genthe Photo

Archie M. Andrews

Headquarters of the company will be located in New York City. The Hupp Motor Car Corporation, of which I am part owner, will not be directly connected with it.

The New Era Motors Company is a closed corporation, financed by an issue of \$5,000,000 in preferred stock and 100,000 shares of common. Officers and directors and organization plans will be announced in a few days. There are several features of the Ruxton car which we believe will prove revolutionary—the chief of which are its power, ease of drive and roadability. The gear shift lever is mounted on the dash and the only encumbrances on the floor are the clutch, brake and accelerator pedals. Gears may be shifted almost automatically and corners turned at high speed.

The car, only about eight inches above the ground, has no running boards. Although the over-all height is a foot lower than in the average present-day automobile, the head room inside is three to four inches greater. The dozen Ruxtons already in use provide for five passengers, but the bodies of the production cars will be longer, wider and deeper.

The engine, of 100 horsepower, will do 90 miles an hour, and from 15 to 20 miles on a gallon of gasoline. The price of the car will be about \$4,200. The company's initial advertising program, based on anticipated production for this year of about 17,000 units, will not be very extensive—being directed primarily to dealers. This campaign will probably start in August. An advertising agency has not yet been selected. It is expected that Auburn and Chrysler will announce front wheel drive cars soon.

Baldwin "Harnesses" Radio to Boost Piano Industry

Faced with the competition by radio which proved disastrous to most of its competitors in the piano industry in the past eight years, the Baldwin Piano Company has taken the bull by the horns, and in a radio broadcasting program, costing several thousand dollars a week and embracing eighteen stations, from New York to Denver and Chicago to Dallas, it has made its greatest competitor go to work effectively, for itself and the entire piano industry.

The reaction of the Baldwin dealer organization to the first thirteen programs of "At the Baldwin," as the feature is known, has been so good that the company arranged to continue the program during May, with the possibility of extending it throughout the summer still undecided. It has been definitely stated, however, that broadcasting will be resumed in the fall.

"Dealers throughout the country have been quick to realize the importance of tying up with this radio feature and we have added many new ones to our organization since the broadcasting was started," Walter E. Koons, manager of the artists division, in charge of the radio feature, told SALES MANAGEMENT, in an interview this week. "The Baldwin Piano Company is selling more grand pianos this year than it has ever sold in the same length of time, and we anticipate a new record in this department."

The Baldwin policy of extending advertising activities in the face of a general depression is receiving the endorsement of the industry as a whole. This was clearly indicated when "At the Baldwin" was designated as the official closing feature of National Music Week on May 12, by the National Music Week Committee.

Under conditions which include protective consolidations, price-lowering, and other demoralizing developments which have led to a reduction of the number of piano manufacturers from about 200 to less than 40 the Baldwin Company has taken an aggressive stand. Maintaining the high quality of its product and without entering the low-price field, it is extending its dealer organization, making new sales records, and establishing itself as one of the principal pillars of support for the whole industry at a time when it needs support most.

The Baldwin radio program is one of the largest ever sponsored by a piano company.

Selling and Advertising do Perfect Teamwork in this Market

The
Automobile Industry
turns its light on the
CLEVELAND
MARKET



Automobile companies and sixty other great nationally operating concerns find official confirmation of their conception of "Cleveland's Market" in the "Atlas of Wholesale Groceries" issued by the U. S. Department of Commerce. This Atlas lists substantially all of the territory (white) shown on the map above as logically tributary to Cleveland selling.

For over two years the Plain Dealer has published more automobile advertising than any other newspaper in America—far more than both other Cleveland newspapers combined.

And for these reasons only—

First—Great automobile companies—Buick, Graham-Paige, Hudson-Essex, Nash, Oldsmobile and many others—see Cleveland as the throbbing heart of a tremendous consuming market that offers a most important outlet for automobiles as well as for merchandise of every kind and price.

Second—They see for their advertising one of America's great newspapers—one that has proved itself a tremendously valuable influence for bigger, better, easier sales throughout the entire market.

Like so many nationally operating concerns most of the automobile makers cover every nook and corner of the Northern Ohio market, from Cleveland—quickly, easily, and economically.

And like the others, they, too, coordinate their sales and advertising efforts by consistent advertising in the Plain Dealer.

Such coordination is possible only through the Plain Dealer—and through the Plain Dealer *alone*.

The
Cleveland Plain Dealer

Cleveland's Master Salesman

JOHN G. WOODWARD
 110 E. 42nd St., N. Y. C.

WOODWARD & KELLY
 360 N. Michigan

WOODWARD & KELLY
 Fine Arts Bldg., Detroit, Mich.

I.A.A. Forms American Advertising Association at Chicago Meeting

Establishment of an American Advertising Association—to be a part of a supervisory, international body to which the British and Continental associations would also belong, but which would work primarily to systematize and coordinate market research, advertising and sales efforts in the United States—was the principal work undertaken by the International Advertising Association at a three-day convention which closed at Chicago Thursday.

Another action at the convention was the formal adoption by the advertising commission of the association of a series of standards of practice embracing all advertising interests.

All officers, headed by Walter Strong of Chicago, chairman of the board, C. C. Younggreen of Milwaukee, president of the association, and P. F. O'Keefe of Boston, chairman of the commission, were reelected at the annual business meeting of the association Thursday morning. At that time too, the proposal of Mr. Strong for the American association, which already had the approval of the board of governors, was endorsed by the convention as a whole.

The strength of the International association from the American point of view lies chiefly in the amount of representation which American advertisers would have in it. The British and Continental associations feel that jurisdiction should be placed in the hands of nine men—three from each association. This would automatically put the balance of power on the other side of the Atlantic.

In view of the fact that at least four-fifths of the 15,000 members of the present International association are now located here and that the American advertisers are well ahead of the Europeans both financially and in advertising practice, the Chicago convention of American advertising men and women are seeking to get a majority on the International board. The American plan is to have the board consist of twenty-five members, thirteen of whom would be Americans.

The standards of practice adopted by the commission are similar to those already being followed by its various departments, and are notable chiefly as having the association's official stamp of approval upon them.

Companies adhering to the standards pledge themselves to—"Conduct our business on the principle of truth and integrity; to encourage fair and friendly competition, with full recognition of the rights of others in our own and other businesses; to seek lasting success and efficient service to our customers and the public by thorough and unceasing study of our business and the business of our clients, and to demonstrate the truth about advertising so that there will be a better understanding of its function and application and an increasing acceptance of its value." Specific evils, such as insincere testimonials, are not mentioned.

In an interview with SALES MANAGEMENT, Dr. Julius Klein, head of the Bureau of Foreign and Domestic Commerce at Washington, who addressed the opening meeting of the convention Tuesday night, told how the development of export marketing can overcome the "myth of saturation" in many lines of American industry. "The automobile manufacturers," he said, "are planning this year to export 20 per cent of their total production, the textile and shoe people are also becoming more active abroad."

"The difficulty has been that many American manufacturers have gone into exporting only when the domestic markets have been in rather desperate straits, and have very largely ignored them when business at home became better."

"This is foolish," Dr. Klein continued, "You cannot develop markets abroad unless you go after them systematically and keep after them consistently. It is not much harder to sell goods in foreign markets—the difficulty is that each market, unlike America, must be studied as a separate entity. It is not well for an industry to wait until it has a surplus before it decides to seek business abroad."

The largest of the departmental meetings at the convention was held by the International Association of Newspaper Advertising Executives.

The Shuman trophy, presented yearly to the advertising department of a newspaper rendering the most successful merchandising service, was presented to Fred I. Archibald, advertising director of the Omaha *World-Herald*. The *World-Herald* held a state-

wide year-round radio week, promoted through store displays, 3,000 store posters and over a dozen nearby radio stations—which not only brought them 30,000 lines of radio advertising and substantial advertising increases to other newspapers there, but boosted the business of almost every radio dealer in Omaha.

National Carbon Will Distribute Raytheon

Announcement has been made by the Raytheon Manufacturing Company of a plan to transfer all assets of the company to the Raytheon Production Corporation, a subsidiary, which will produce Raytheon products and sell them to the manufacturing company at cost, and also to the National Carbon Company, Inc., under a long-term sales agreement.

Raytheon products will be distributed by National Carbon under the name of "Eveready Raytheon."

Patent rights of the National Carbon and of other corporations owned or controlled by the Union Carbide and Carbon Corporation will be made available to the Raytheon Production Corporation, insofar as they are applicable to that organization's products.

It has been agreed that, during the term of the sales agreement, no company owned or controlled by Union Carbide will manufacture or handle new competing products.

National Carbon is to invest \$500,000 in the Raytheon Production Corporation. The principal product of the Raytheon Manufacturing Company is radio tubes.

Farm Machine Merger

The Minneapolis-Moline Power Implement Company has been formed to acquire the assets of the Minneapolis Steel and Machinery Company, the Minneapolis Threshing Machine Company and the Moline Implement Company. The companies have farm implement manufacturing plants at Minneapolis and Hopkins, Minnesota, and at Moline, Illinois.

The New York office of the Rapid Electrotype Company, Cincinnati, has been removed to 247 Park Avenue. R. T. Allen is the New York representative of the company.

Pontiac welcomes the test of accurate operating cost figures



The Coupe, \$745 • Body by Fisher

WHAT more serious problem confronts the business executive today than that of cutting sales and distribution costs?

And what more logical solution of an important phase of that problem than to apply Pontiac economy to your business car operating costs?

For, in addition to those features which made previous models so economical for commercial use, the New Pontiac Big Six has many brand new points of advanced design, the value of which is sure to be reflected in still greater savings.

It is a bigger, sturdier car. Its bodies by Fisher have the rugged hardwood and steel construction which means greater durability. There is new long life in the larger, more powerful L-head engine with its full-pressure oiling system—with its big 53-pound crankshaft, counter-weighted to reduce bearing pressure at high speeds and increase smoothness of operation—with its G-M-R cylinder head which eliminates roughness, reduces spark-

knock to a minimum and increases the power output.

You will be astonished by the extent to which these Pontiac features remove that most costly element in distribution—lost time for the salesman. The incredibly large savings they effect in this way, and in many others, are quickly revealed wherever the test of accurate operating cost figures is applied.

Pontiac welcomes such tests. Let us hear from you. A letter to the Fleet Department at the factory will bring you our valuable Fleet User's Plan, a copy of the interesting book "Experiences of Various Companies in Handling Automobiles with Salesmen," and complete information about the many advantages offered to business car users by the New Pontiac Big Six.

Pontiac Big Six, \$745 to \$895, f. o. b. Pontiac, Michigan, plus delivery charges.

Consider the delivered price as well as the list price when comparing automobile values. . . . Oakland-Pontiac delivered prices include only reasonable charges for delivery and financing.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN



THE NEW
PONTIAC
PRODUCT OF
GENERAL MOTORS
BIG 6 **\$745**
AND UP

Moxie Goes International After 45 Years in New England

BY FRANK M. ARCHER

President, Moxie Company of America

Moxie, a carbonated beverage—made and sold in New England for the past forty-five years and which has built up total sales of \$75,000,000 in a territory inhabited by only 10 per cent of America's population—has started aggressively into the national and export field.

The new policy was established last winter with the organization by the Moxie Company of Massachusetts of the Moxie Company of America. Production and distribution of our product is being handled by the awarding of exclusive territorial Moxie bottling franchises to leading local bottling companies, and the appointment of distributors who will furnish Moxie



Frank M. Archer

syrup direct to fountain dispensers. This plan has already been put into operation in New York, New Jersey, Pennsylvania and portions of Ohio, Delaware and Maryland and will rapidly be extended elsewhere.

In the territory east of Indiana bottling franchises have already been awarded and several hundred fountain syrup jobbers appointed "official distributors." To supply them, the Moxie Company of America has put into operation in the Bush Terminal on the Brooklyn waterfront of New York harbor the first unit in a projected chain of syrup plants.

Following the announcement of the new company, we received thousands of letters from prospective distributors and bottlers in every state and several foreign countries. The first Moxie franchise awarded after the announcement was for Bermuda to a British company, and from the territory covered by the first fifty franchises awarded in the United States we received applications from more than 250 bottlers.

To speed up the organization of the national distribution system even more, we launched three months ago a greatly increased advertising program covering the territory in which we intended first to expand—most of which was devoted to newspapers, and the rest to outdoor advertising, dealer displays, radio broadcasting and incidental media. We are also sending merchandising experts to service our distributors and to teach them our way of doing things.

Chicago Sales Managers to Fly to Milwaukee

More than 200 Chicago sales executives will fly from that city to Milwaukee in seventy-two airplanes to attend a joint meeting of sales managers of both cities on May 23. It is the second annual meeting of the two groups. The air contingent will be led by Lieut. Lester Maitland and will be welcomed at Milwaukee by Governor Walter Kohler of Wisconsin and Clarence Falk, representing business men of the city.

Hugo C. R. Vogel, of Freeze-Vogel-Crawford, Inc., is chairman of the arrangements committee. Howard T. Ott, Nash Sales Company, C. R. Brown and William Kelly, National Enameling and Stamping Company, are the other members of the committee.

Bedell Heads Sales for Butler Brothers

C. O. Bedell, former manager of the advertising and catalog department of Butler Brothers, Chicago mail-order company, has been appointed director of sales and advertising of the entire organization.

United Appoints Simons General Sales Director

Samuel Simons, for twenty-six years an employee of the United Cigar Stores, has been appointed general sales director of the company. Together with the appointment of Mr. Simons, a change in the sales policy of the company was announced. All sales of the 3,300 stores and agencies



Samuel Simons

of the chain will now be directed from the New York office. Formerly the company divided its territory into three zones, each of which was under the exclusive control of a zone manager. The existing zones will be continued with former zone managers acting in the capacity of district sales managers, each reporting direct to the New York office.

Mr. Simons was first employed by United as a clerk in Boston, the eleventh store to be opened by the chain. He has held many positions with the company since that time and is also a vice-president, a director and a member of the executive committee of the organization.

New Beecher-Maxwell Agency

Beecher-Maxwell, Inc., advertising agency in St. Louis, has been formed to conduct a general advertising agency business. Edward Beecher, formerly first vice-president of the D'Arcy Advertising Company, heads the new group.

Other officers are Joseph A. Maxwell, vice-president, and Lynn A. Gratiot, secretary-treasurer.

Effects of Investment of American Capital

(Continued from page 338)

to our industries, such, for example, as rubber, nitrate and manganese.

Our investments have contributed much to the economic development of the countries that have received American capital through the medium of strong, experienced and capable American companies. With our capital go the accumulated experience and technical ability of our people.

The banana industry of the Caribbean area is a notable instance of this combination of capital and brains. The cultivation of bananas was a purely local industry until American companies organized it along the lines of big business. Today bananas figure largely in the export of a half-dozen countries and thousands of their inhabitants derive their livelihood from this industry.

American capital and technical ability made possible the development of the low-grade copper deposits of Chile into several of the world's greatest copper mining properties.

The iron deposits of Cuba and Chile might still have been unexploited, rich as they are, had not a great American steel company acquired them.

Add to Purchasing Power

Such investments give rise to exports of American machinery and equipment at the outset and later, but, more than that, they increase the world's supply of raw materials and foodstuffs and add to the purchasing power of the countries in which the investments are made.

In the revolution of industry which was brought about by the introduction of steam as motive power, Great Britain was originally the chief beneficiary. In the greater revolution in industry that is being wrought with the fundamental factors of electricity, chemistry and engineering and the collateral factors of large-scale, standardized production and scientific management, the United States has taken the lead. Fortified as we are with abundant supplies of capital and dominated as we are with the spirit of enterprise, this nation is destined to play an important role in what might be called a "super-industrial revolution." This situation spells success for American industry in practically all of its branches and ensures continued development of our foreign trade for years to come.

Selwyn E. Sangster has joined the staff of Harold C. Lowrey, Toronto advertising company.



PUT YOUR SALES FORCE ON ITS TOES

Our Merchandise Prize Plan Can Do It

MERCHANDISE prizes to 'rouse salesmen and bring in business! Scores of important concerns are using the Marshall Field & Company, Wholesale, sales contest plan with startling success.

With no preliminary investment on your part, you can offer hundreds of fascinating prizes — merchandise specially selected by Marshall Field & Company, Wholesale, and furnished at strictly wholesale prices.

Our special Sales Contest Department stands ready to work out plans to fit your requirements — help select merchandise, prepare your catalog, arrange contest rules, and handle shipments direct to winners.

Investigate—

Send for sample copy of illustrated prize catalog. If you will also outline the nature of your proposed contest, we will be glad to offer helpful suggestions.

*This Plan Has
Been Used
With
Great Success
to Increase
Sales of*

Household Supplies
Drug Store Products
Automobiles
Aluminum Ware
Agricultural Imple-
ments
Printing
Paints
Confectionery
Real Estate
Electrical Supplies
Cosmetics
Banking Service
Etc., Etc.

*Can Be Adapted
to Any Business*

Sales Contest Department

MARSHALL FIELD & COMPANY

WHOLESALE

219 W. Adams St., CHICAGO, ILL.

Manufacturers — Converters — Importers

“WE”

MERGERS AND MARKETS: Accounting for the increases of mergers, Prof. Willard L. Thorp observes that “the demand for products of national advertisers has led small companies to combine so that they too may display their wares.” The professor, attached to the staff of the National Bureau of Economic Research, is one of the men engaged by the National Committee, of which President Hoover is chairman, to study “the recent economic changes” and he is now engaged in elucidating what he has said about better markets as the chief aim of combinations rather than economies in production. Price agreements being illegal, groups of manufacturers, he finds, are inclined to put themselves under a single management so as to avoid a restriction that hampers them in selling their output to the best advantage. . . . Like most other students of business, Dr. Thorp has discovered the extent to which marketing of goods has displaced their production as the problem now pressing most urgently for attention. The old trust sought to control supplies. The new merger is concerned with demand. It must provide itself with resources that will enable it to display its wares by means of advertising in all the centers that constitute the national market. . . . Dr. Thorp notices that the mergers of medium size stand between the large mergers and the small companies in a relatively unfavorable condition. The big mergers cultivate the whole market assiduously and adequately. The small companies devote themselves to intensive effort within their reach. The mergers of medium size, tempted to extend their operations beyond their means, are exposed to the risk of doing less than enough in the national market while missing maximum opportunities of less ambitious scale with which they are fully competent to deal. Like Aesop’s dog at the pool, they lose their own mouthful in grasping at shadows.

SALES MANAGEMENT PAYS BEST: Questioning 316 graduates in all parts of this country and Canada about the normal earning power of the average successful business man at forty years of age, Edward S. Jones of the University of Buffalo has arrived at these estimates of annual income:

Sales management	\$7,500
General business executives	6,900
Insurance	6,900
Advertising	6,750
Banking	6,500
Investment banking	6,500
Miscellaneous	6,000

It may surprise some readers to find sales management in first place. But the fact ascertained is consistent

with the theory underlying modern commercial practice. The aim of business is to sell goods and services at a profit. Every other activity, whether of administration or of production, must lead to this consummation or fail of final justification. For of what avail is planning, however careful, or execution, however wise, if there is lack of energy, knowledge and understanding in dealing with the crucial problems of demand? . . . Successful sales management commands high compensation, not only because the qualities it must possess are rare, but because its achievements alone, in the last analysis, replenish the life blood of business. Incidentally, good salesmanship enjoys the advantage of easily measurable results. Other laborers, however worthy of their hire, may suffer from doubt about the immediate fruits of their efforts. The job that brings in the dollar is never at a loss for recognition.

CONTROL OF COMMUNICATIONS: Discussion of the Couzens bill providing for government jurisdiction over radio broadcasting as well as telegraphs, telephones and cables has acquired a new interest by reason of the question that has been raised concerning the right of the Radio Commission to censor advertising in the air. Louis G. Caldwell, former general counsel of the commission, has informed the Senate Interstate Commerce Committee that no legal obstacle prevents the Government from taking over the whole broadcasting business. He thinks also that the commission is authorized to inquire into the kind of programs that are to be presented. . . . It is unlikely that Congress will consider seriously adoption of the whole bill as introduced, but there can be no doubt that recent events have given impetus to advocacy of Federal control of broadcasting. This is unfortunate. Whatever view may be taken of the whole subject in its broadest aspects, it is undesirable that consideration of the matter should be colored or hurried by an incident involving business ethics in no way related to the principle underlying expansion of governmental interference in private functions. And in any case, as has been shown, the Radio Commission seems to have adequate supervisory powers. It dodged the issue by declining to stop the so-called anti-sweet messages, probably because of intimations that the tobacco company was about to discontinue them on its own initiative. . . . Whatever the final outcome of the discussion, it is to be hoped that the ghost of official censorship will be laid at rest. Wherever it has appeared—in the book publishing trade or the theatrical world—it has been a cause only of trouble and confusion. No one objects to enforcement of the laws against fraud and swindling or obvious attempt to corrupt the morals of the people. Delegation of arbitrary power to decide on grounds of public policy what shall be published through the air or on the printed page is repugnant to common sense as well as to the principles of democracy. The broadcasting business should be capable of self-regulation.

Further Evidence of Increasing Prosperity in **Springfield, Mass.**

*Reprinted from the Editorial Columns of
The Springfield Union, April 30, 1929.*

Local Industrial Gains

According to the figures released Monday by the Associated Industries of Massachusetts, Springfield was far in the lead of all other cities of the State, except Boston, during 1928, in industrial expansion. It will doubtless astonish many residents of the city to know that close to \$3,000,000 was expended here last year in addition to manufacturing and public utility plants and the installation of new machinery, thereby providing work for 3,827 additional persons. The exact expenditure for plant expansion was \$2,965,940, adding 373,000 square feet to the manufacturing facilities of the city.

Throughout the State, the net amount invested in industrial plants and new machinery in 1928 was \$32,792,682 and the net gain in additions to space was 2,943,254 square feet. The number of additional persons for whom employment was provided was 7,996. Thus Springfield accounted for nearly one-tenth of the whole gain in plant space and machinery and nearly one-half of the total gain in new employment.

This speaks well for the progressiveness and prosperity of our local industries and for the attractiveness of Springfield as a high-class industrial center. Worcester, nearly half as large again as Springfield in population, made a gain of a million dollars less than Springfield in plant expansion and 305,475 less square feet of new floor space and no reported increase in employment. Even in Boston, where the expenditures for additional floor space and machinery amounted to \$10,000,000, the number of persons employed was increased by only 250 and the added floor space was less than double the increase in Springfield. The figures compiled by the Associated Industries indicate that Springfield last year was actually the most progressive city industrially in the Commonwealth.

**Leads the State
of Massachusetts**
(Boston Excepted)

in

Industrial Expansion for 1928

Springfield is the market center for Western Massachusetts, an area containing 625,000 people, possessing an average per capita buying power unsurpassed in any similar area in the nation.

For Sales and Marketing Information Address

The SPRINGFIELD NEWSPAPERS

UNION

REPUBLICAN

DAILY NEWS

Lowest Milline Rate in New England Outside of Boston

Sales Management Bookshelf

Another General Survey

"Our Changing Civilization: How Science and the Machine are Reconstructing Modern Life," written by John Herman Randall, Jr., of the Columbia University faculty of philosophy, and just published by Frederick A. Stokes Company, takes its place with Beard's "Whither Mankind" and the similar volumes published last year and reviewed in SALES MANAGEMENT for December 22nd.

Dr. Randall's book is not a symposium and so has the advantage of unity of plan and viewpoint. He contrasts an "old" civilization, say that of the 12th century, and a "new"—the latter due to the coming of business and science to the old society in the 16th and 18th centuries, and getting into full swing with the mid-18th century industrial revolution, the coming of the machine. Better than most recent historians of economic and other change the author shows: first, that these changes are not complete—the small villages of northern Italy are still the "old" civilization, but only a few hundred miles away in Munich is the great new industrial German Museum housing examples of modern labor-saving, mass-production machines; and second, that progress, life, development, all depend on this very concomitance of the old and new side by side.

The chapter "Where Our Civilization Came From" is an especially informing part of the historical treatment of this book. "We westerners have invented nothing, but have borrowed all we possess. Not an idea, not an institution, but has come to us from without, and has been at first an unsettling alien factor." Like other critics of Occidental civilization Dr. Randall recognizes the value of Oriental philosophy (including Christianity!) and of the fine arts. But unlike them he foresees that "when hostile criticism of the ideals of the *American Magazine* has become a commonplace of our culture, we shall see a sophisticated and passionate defense of the faith in technology. . . . We shall listen to praise of the way in which a rationally ordered industry will release every man to enjoy the life that in the past belonged only to the few." This notion is one of the reasons for recommending the book to SALES MANAGEMENT's readers. The main reason, however, is what Robert R. Updegraff in the *May Magazine of Business* sells to major executives under the title "Time Out for Progress"—namely, the importance of reading "in a widening circle, the rim or fringe of which takes in books and periodicals that have nothing to do with the day's work."

How to Write

Two new books on this subject, entirely different in purpose, manner and matter, are "Business Correspondence" (D. Van Nostrand Company, Inc.) by H. L. Marcoux of Tulane University College of Commerce, and "Creative Writing" (Funk & Wagnalls Company) by William Webster Ellsworth, long an executive of the Century Company.

Probably Mr. Ellsworth would not grant

the premise that sales promotion "literature" is creative writing, or that there can be any joy of creation in that sort of composition. (His title for the book was "The Joy of Writing"; the publishers preferred "Creative Writing"). But even if he won't recognize us, we may find some pickings in his book. To the commercially minded much of the book seems like an analysis of the production methods of literature. Mr. Ellsworth's averages show that, though college does not teach one to write, it does help to develop the secondary gifts that go to make up a writer; and that "authorship is a more frequent outgrowth of journalism and editorial work than of any other occupation. . . . of course, a natural outgrowth." His chapter on "Great Books and Best Sellers" tells of the guess-work of the business of publishing and, on the other hand, of the few publishers like Simon & Schuster who don't guess but plan—or (shall we say?) who are good guessers. Mr. Ellsworth constantly repeats two good pieces of advice to beginning authors: learn to write by writing—write something every day; and keep an elaborate note book, a loose-leaf "Uncommonplace Book."

Professor Marcoux's "Business Correspondence—Principles and Practice" is devoted, not to manner, but to matter—to give students the possession of knowledge, "the requirements of the letter; it remains the work of the instructor, by practical criticism and encouragement, to develop in the student real power to write effectively." The examples in this text book are from the actual correspondence of some three dozen American business houses, like Michelin, Chrysler and Strathmore, Sheaffer Pen—sales campaigns of each of these concerns are reprinted in the book. The problems are practical—and the problems in one section are related to those in another: write a complaint letter to so-and-so about such-and-such an order, in one section, is followed, under adjustments, by the problem of answering the same complaint—which is excellent pedagogy. The examples of "ineffective" letters are excellent warnings—but they are not individually and sufficiently labelled "warning; as you skim the book you may miss the fact that they are patterns of what is to be avoided.

But the scheme of this text book is excellent; numbered paragraphs of summary; and chapters on credit letters, collection letters, answers to inquiries that are compact, boiled-down manuals of practice on these difficult topics. A good bibliography includes trade-magazine articles as well as book titles.

Is There Too Much Service in Retailing?

No, says John D. Blaine in the May issue of the *Magazine of Business*, that is not the reason why the chains are successful. Rather it is because the chain has "sufficient tension to hold service to a predetermined pattern." The article is entitled "A Limited-Service Lesson the Chains are Teaching," but the point that Mr. Blaine makes is that a retailer (or a manu-

facturer or wholesaler or banker) is not successful because his type of service is limited or broad, but because the type, whatever it is, is not allowed to be constantly changed and broken down by demands from customers or by disregard of fundamental policies on the part of employees or executives. The important thing is "firmly held patterns," he says; and we may add—especially if the pattern fits and has a vogue!

Twenty Best Sellers—in the Future

What will be the next generation's great sales successes? That is the question Roger W. Babson answers in his article in the *May Forum*, "Twenty Ways to Make a Million." It is a strange list. Two of the twenty are devices to go sideways instead of ahead or up: a gearless automobile which "will be able to move sideways to facilitate parking;" and horizontal elevators as well as vertical ones for department stores, so that you won't have "to walk a quarter of a mile down the aisle." Others are: a practical and fool-proof helicopter for airplanes; gliders as toys for children; talking books; subways precast in sections, etc. But most surprising, after all the scandal over competitive dentifrice advertising and selling, Mr. Babson hopes for "a tooth powder that will prevent decay."

Law—More Knowledge and Less Mystery

Some physicians nowadays take their patients behind the veil, exhibit the X-ray photographs and explain the reasons for the prescribed diet. Quite different from the old professional pose of mystery, magic and authority. Here is a new book, "Executives' Business Law" (D. Van Nostrand Company), which has this modern attitude: "Even the safeguard of a lawyer constantly at his elbow would not be wholly effective so long as the executive himself lacks all knowledge of the law." So Col. Harry A. Toulmin, Jr., author of "Trade-Mark Profits and Protection," in this general outline of business law has arranged his subject matter "according to the functions of business and the problems of business." In an introductory note W. R. Basset, the industrial engineer, says that Colonel Toulmin "is not merely a highly successful lawyer but, as well, a successful business man of large and diverse interests."

Too Many Salesmen?

In the May issue of *Nation's Business*, E. E. Ferris, professor of sales, New York University, asks the question and answers in the negative. Salesmen to the retail trade don't often over-sell nowadays; too much hand to mouth buying. "Buyers realize the value of contact with skillful salesmen. Buyers gain useful information and valuable pointers from them."

Automobile selling—are salesmen crowding people into buying too many cars? "It is social pressure rather than sales pressure that stimulates the sale of cars. More often than not the buyer seeks the salesman." And Professor Ferris insists that bonds and insurance are not over-sold, because the market in either case is not saturated. He emphasizes the growing importance of sales training and the large place in this training of cooperative service: "helping the customer move the goods or use the product to the best advantage is the new idea in salesmanship."

Why Export?

(Continued from page 350)

breath-taking in its vast possibilities.

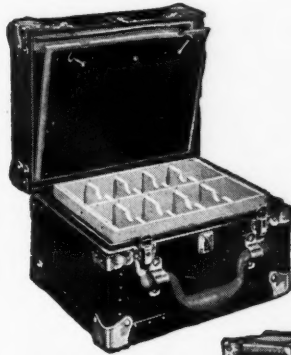
These countries—Argentina, Australia, Rhodesia and a score of others, covering all of Latin America and Oceania, most of Africa and parts of Asia and of Europe—are beginning to realize that machinery does eliminate drudgery and human slavery to time and poverty.

They have come to realize, without reservations or question, now, that machinery has done more than any one of all the elements in our prosperity (raw materials, a vast home market, labor unions and cooperation between labor and capital all included) to reduce poverty and to raise the general standard of living in this country. They want this boon for their own peoples, that the prosperity, comfort and peace that flows from lessened poverty and high standards of living may serve as the foundations for the civilizations which they plan and expect to build in their own countries.

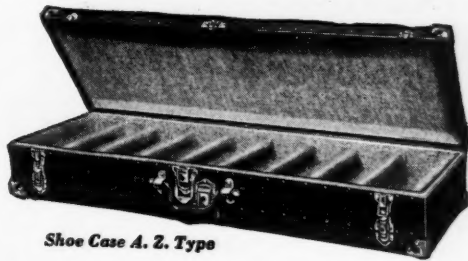
All Contributing

To the making of the civilization of the new nations the whole world is contributing. Art and science are being drawn by each from the fountains they consider best. From us they will take what we have perfected, the secret of the multiplication of human hands, the secret of the adding of wealth to raw materials before they go out to the marts of the world, the secret of making more necessities, more comfort and happiness in a given time and thus the creation of leisure, and finally the secret of making it possible for all men to produce enough to spread broadly a high wage to enable the workers to enjoy that leisure.

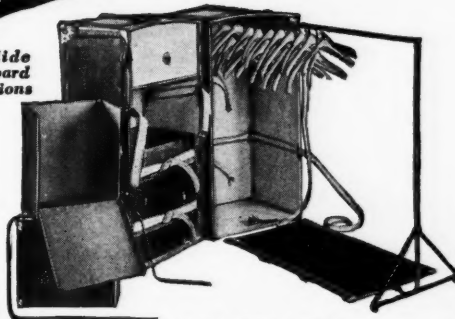
Because what we have to sell in our machines is so integral a part of the new life of the modern world, our foreign trade has in it today a new element, that of permanence. The great change that has come over the foreign trade consciousness of the United States has not been merely the expansion from two billion dollars a year of exports before the war to more than five billion today. The revolutionary change is from an uncertain, insecure, speculative agglomeration of individual sales to a foreign trade that is as steady and commonplace as a market at home. Once, export was a means of getting rid of surplus or out-of-date merchandise, an escape from temporary barriers due to mistakes and miscalculations about the home market. Today, export is an integral part of every business in which it has any place at all.



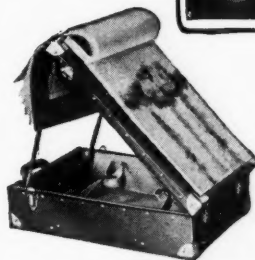
Stereopticon Slide Case made for Board of Foreign Missions



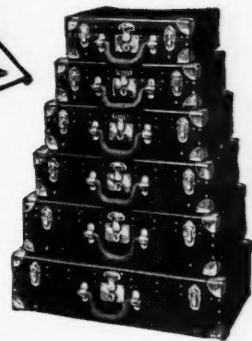
Shoe Case A. 2. Type



Model Trunk made for Roberts-Wicks Co.



Regulation Wall Paper Hand Case



Stock Fibre Suit Cases

WINSHIP

CASES AND TRUNKS built for today's salesmen

WINSHIP has always made the best trunks and cases for America's outstanding concerns. Times have changed and with the times Winship trunks and cases have changed. For business after business Winship has re-designed trunks to carry more and to display better. For instance, Winship China trunks carry more samples, are more convenient and more protective than ever before.

Another change! Most salesmen now travel by automobile. Their sample case needs today are different from the days when they "hopped the rattlers." Winship is up to the minute—and ahead with these needs.

Send a sample of your line in your present cases or trunks and let us submit ideas and prices.

Boston
71 Summer St.

W. W. Winship & Sons, Inc.
Utica, N. Y.

New York
39-41 W. 32nd St.

Makers of the famous FABER Sample Trunks and Cases — and Cases for Portable Products

Confidence Cannot Be Purchased

It must be earned. And it is conceded by all thinking people in Paterson, N. J., today that THE PRESS GUARDIAN, leading evening daily in an evening paper field, not only possesses the confidence of its readers, but is looked upon by those who think and analyze as "Paterson's most influential newspaper."

It is a newspaper that its readers believe in and respect—which was proved during the past 12 months by the fact that in order to test the stability of its circulation, it stopped all circulation promotion work for one year, while its competitors pounded at the doors of its readers with premiums of all kinds as an inducement to change newspapers.

The Paterson Press Guardian

(Member of The 100,000 Group
of American Cities)

National Representatives

G. LOGAN PAYNE CO.
New York-Boston-Chicago
GEORGE H. PAYNE, INC.
Los Angeles-San Francisco

IN NEXT WEEK'S ISSUE

*Making the product stand out
in spite of distracting influences*



A MANUFACTURER may rack his brains in preparing striking window display material, only to have its effectiveness ruined by its surroundings.

In next week's issue of this magazine, notice how the window display recently executed for the Cliquot Club Company, manufacturers of Cliquot Club Ginger Ale, overcomes this handicap. Due to its striking color and form, this display will be seen no matter where or how the dealer uses it.

The U. S. representative has ideas that can be used just as effectively in your business. Let him show you samples of some of our recent work.

THE UNITED STATES PRINTING
AND LITHOGRAPH CO.
Cincinnati Baltimore Brooklyn
Service offices in 16 cities

1930 Census Should Include Industrial Distribution

By NELSON S. GREENSFELDER
*Hercules Powder Company, Wilmington,
Delaware.*

THE problems pertaining to industrial marketing differ somewhat from those of consumer selling. The things which determine the nature of the industrial product are often decided by the buyer; whereas, with the home-consumer market, the maker tends to determine these things and undertakes to make his public accept them. Manufacturers of industrial products usually have direct contact with their trade; whereas, for home-consumed products, contact with the buying market is usually indirect.

Preparing the Copy

Industrial advertising is, as a rule, addressed to a much smaller audience than is reached by advertising of consumers' goods. Many magazines with a circulation less than ten thousand cover important markets for industrial products as thoroughly as the household journals with their millions of circulation do in their field. Often, however, more specialized knowledge and research is required to prepare an effective advertisement for a business paper in which a page may cost only \$100.00, than is necessary to write an equally effective advertisement for a \$10,000.00 page in a nationally circulated popular magazine; and frequently the volume of sales for a product bought by an industry reached through business papers exceeds the sales potentialities of some products which are advertised to the general public. Even though the financial investment in a single industrial advertisement may be comparatively low, the degree of intelligence with which it is prepared should be high.

Hundreds of millions of dollars are being spent profitably each year on research in the production phases of business. The discoveries of research chemists are changing old industries and creating new ones almost overnight. In our business, I find that it is not safe to print large catalog editions because of the new products and derivatives and the new uses for them which our research chemists are constantly discovering. Similar revolutions are in progress in other industries. In the field of distribution, however, research is not yet so prevalent.

At the request of the National Industrial Advertisers Association, the Department of Commerce recently

made a trial survey in Cleveland, a city with widely diversified industries, to ascertain the possibility and advisability of obtaining data on inter-industry distribution, in the 1930 National Census of Distribution.

The data collected in the Cleveland survey pertained to the following classified items: (1) Raw materials (products which have not passed through a process of manufacture); (2) Semi-finished goods (materials other than raw materials purchased for further processing, or fabrication into the products manufactured by the institution being enumerated); (3) Mill supplies (materials used in the general maintenance of the plant, exclusive of material used in the repairs to machinery and the conditioning of plant equipment), and (4) Plant equipment (including repair and maintenance supplies for conditioning plant equipment).

The results of this trial indicated that a national census should not follow exactly along the lines of the Cleveland survey; on the other hand, those who directed the experiment believe it is feasible to conduct in conjunction with the Census of Manufacturers, a national census of distribution, that would be of very great value.

Additions to Census

We, therefore, request that the Bureau of the Census include in the next census of manufactures, schedules containing questions similar to those used in the Cleveland experimental survey, but modified for each industry to conform with conditions existing in that industry. We also ask that the consumption figures now published in the Census of Manufactures, be still further broken down and published for each county.

This information is of great economic importance and will help to eliminate waste in the distribution of industrial products for which American buyers now pay thirty-five billion dollars a year. From such a distribution census, industrial atlases of the United States could be prepared that would furnish information useful in establishing sales territories and quotas, routing salesmen, and in planning sales promotion and advertising campaigns.

Let us hope that such a census will be taken in 1930 and that it will be a forerunner of similar procedures by the governments of other countries. Think of the time and money that could be saved if there were available from government records complete and accurate statistics on the consumption of industrial products, geographically and by industries, throughout the entire world.



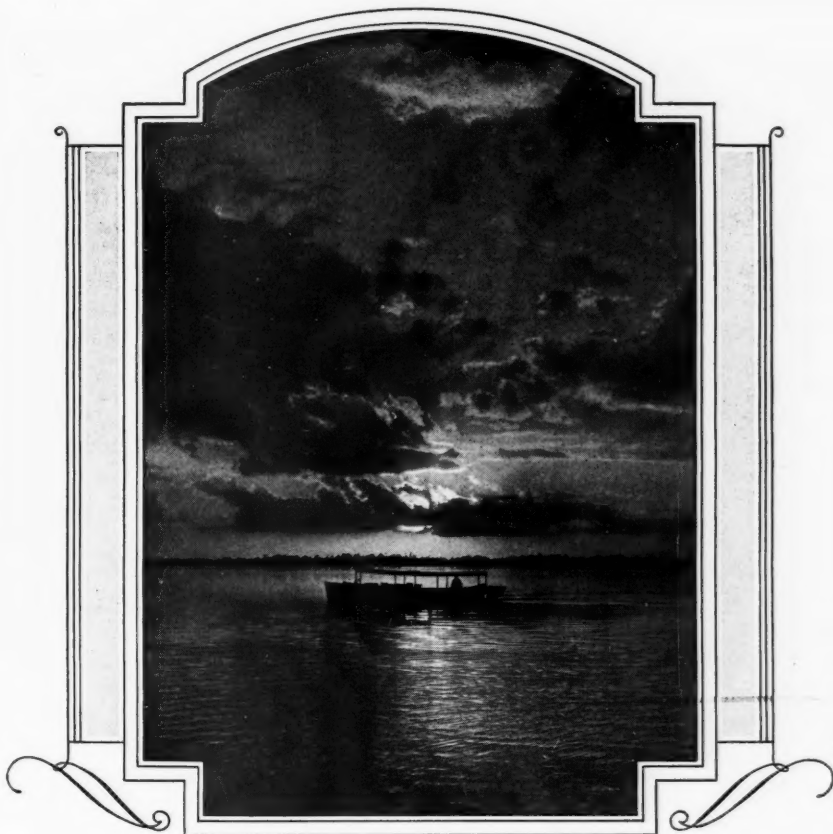
M. T. Lothrop, elected president of the Timken Roller Bearing Company last week.

Gift Clocks Promote G. E. Refrigerator Sales

A campaign in which a gift of an electric clock is made to any owner of a General Electric refrigerator submitting the name of a prospect who is later sold has proved so successful that it has been discontinued temporarily because demand is exceeding production, announces W. J. Daily, manager of the sales promotion division of the Electric Refrigeration Department of the General Electric Company.

General Electric dealers are supplied at a nominal cost, with complete campaign kits. These consist of a single mailing piece and five record cards. The mailing piece, "An Expression of Appreciation," a four-page varicolored folder, carries an illustration of the clock and outlines the plan whereby the user may obtain it. Inserted in the folder is a return card and envelope. The card is in the form of an introduction of the dealer to a prospect from the present user. The introduction card bears this imprint: "I am a user of a General Electric Refrigerator myself, and can highly recommend to you its conveniences and many splendid advantages over other refrigeration methods." One of the stipulations is that the new prospect must be one whose name is not already on the dealer's prospect list.

The clock retails at \$22.50, but in the event that the user does not desire one, she is offered the alternate of \$10 in cash. The campaign will be resumed at a later date when production has overtaken sales.



COLOR THROUGH LIGHT AND SHADE

SUNSET—Nature's beautiful seal on a closing day, a parting gesture in light, shade and riotous colors. To the scientist, the colors of the spectrum and a wealth of phenomena are revealed; to the artist and poet, golds, silvers, maroons, violets, emeralds, fawns, hues, blends, forms and figures without apparent limit or confine in their flights of fancy.

Masters in literature suggest outlines permitting the readers to interpret and add detail and color.

The penetrating and almost human eye of the camera today catches the essentials together with the delicate beauties and shadings—the transparent splashes on the rippling waters and the inky shadows on the river banks—assigning to the colorist and the imagination the task of completing the picture.

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Professor of Psychology, Leland Stanford University

This is the first complete presentation of sales and advertising psychology from the practical viewpoint of modern merchandising. It makes it possible for you to decide exactly where to put the emphasis in copy or sales talks for best results. Gives hundreds of actual examples of how the methods suggested have been used successfully.

Price, postpaid, \$4.00.

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE

NEW YORK CITY

Copeland Replaces Cold Canvass with Telephone

(Continued from page 346)

These are typical examples of how the telephone canvass discovered prospects," Mr. McElhinny said. "These two girls were finding an average of about seventy-five prospects a day and were eliminating hundreds.

"On October 16, for example, they made a total of 334 calls. Think how long it would have taken two salesmen to ring that many door bells! Then assuming the salesmen gained admittance when the housewife was in, consider what they would have found; 96 not interested, 43 already had electric refrigerators, 15 doubtful prospects and the salesmen might have wasted from an hour to a day on each of them!

"As a result of this one day's telephone canvass the salesmen were handed 83 prospects to work on and all these prospects were concentrated in the same neighborhood—no running from one part of town to another, wasting time.

"We obtained so many prospects we had to employ more salesmen to follow them up. I might add we were able to get a better type of salesmen because we could assure them plenty of prospects, with no door bell ringing.

1,000 Prospects

"In the two months' campaign in St. Louis we obtained approximately 1,000 prospects and sold 175 machines at retail; a very good performance, indeed."

On the strength of this success, Copeland recommended the telephone canvass to its distributors at a convention in February, when the plan was impressively dramatized. The curtain first went up on one side of the stage, revealing a battery of telephone girls, all talking busily; then on the other, revealing "Mrs. Jones" answering the 'phone in her home. Statistics such as those quoted above were then thrown on the screen and distributors were told what the canvass had accomplished in a two months' trial.

As a result, Copeland distributors are using this plan in their Spring drive, although it is not compulsory, of course, and, as usual, some are not using it.

It is not intended to displace personal canvassing entirely, Mr. McElhinny said, as it is realized that to do so would be to miss many good prospects. Salesmen are asked to canvass about a dozen names a day, then follow up prospects. A card is given them for each name in either case.

The cost of telephone canvassing is about half as much as employing two salesmen for the same time, Mr. McElhinny said, and the results are a few thousand per cent greater. Girls were paid \$20 a week, rental of the "criss-cross" directory was \$5 a month, there was some charge for installing the 'phones, and, of course, there was a charge for the calls, although special rates were obtained on this quantity business. This rate varies in different cities, but is usually two or three cents a call.

According to the annual report for 1928, Copeland earned net profit of \$201,694.67 last year. Shipments increased 42 per cent over 1927. March, 1929, business is said to have been about 50 per cent ahead of March, 1928.

Survey of Surveys

(Continued from page 330)

"For, it is an undisputed fact that the organized minority by frequently featuring a certain brand at a certain price can materially increase the sale of this brand at its own stores, as well as establish to a large degree the merchandising habits of the entire community, and thus increase the sales of the manufacturer's brand throughout the entire territory dominated by the chain.

"Thus the power that was once the manufacturer's—the power upon which mass production is based—has been shifted today to that part of the organized minority which dominates the distributing trade.

"The solution for the manufacturer lies in organization and in organized procedure. It depends upon the manufacturer knowing the relative importance of the various factors in the field of distribution—it depends upon the manufacturer controlling the sale of his brands in the hands of this organized minority. No manufacturer can afford to allow the chains to promote ruinous price-cutting on his brands, thus demoralizing the entire market in which this extreme price-cutting takes place.

"If this is controlled, and if the manufacturer's organization can maintain distribution among the thousands of retail grocers with the cooperation of the wholesale grocers, then the organized efforts of the majority influenced by the manufacturer's selling organization will continue to dominate and in the end influence the habits and cooperation of the organized minority, the chain store structures."

This preface then goes on to state that the "organized minority" is to be circumvented by organizing the majority. All of which brings up the inevitable questions "How are you going to train the 'don't care' sort of independent merchant to the same point as the salaried chain store manager?" and, "How will the wholesaler and retailer, both wanting a profit, be able to compete at the chain prices, when the chain can be satisfied with one profit?" The manufacturer cannot refuse to sell the chain—and the chain cannot be made to sell at the same prices as the independent.

In the meantime, the latest records on chain store development are shown in a recent article appearing in the *Journal of Commerce*, which showed that twenty-two important chains had a 23.1 per cent increase in sales in 1928.

LONGACRE 1770

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REPRODUCTION CO.

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BEN - DAY

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NEW YORK CITY

MARKET ANALYSIS

By PERCIVAL WHITE

52 charts, diagrams, sample letters and questionnaires are given to show how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own. This book will be particularly valuable to any sales executive who feels that his sales volume has not reached full potentialities; it shows how and where to get the needed facts, how to analyze them, how to use them profitably. 340 pages.

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SALES MANAGEMENT

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A record of the Proceedings of the Merchandising Conference, held under our auspices at Boston, in August, is available to loan to company officials. A request will place your name on the list to receive a copy, to be returned to us in ten days.

Astonishing!



Business men tell us the new Portfolio of Attention Compelling Letterheads is really surprising. They say it gives them more ideas on letterhead effectiveness than they ever thought could be packed into a single mailing piece. It includes full-size samples of colorful, friendly letterheads we've created for the exclusive use of our customers. This Portfolio is sent FREE to interested executives. Request yours today, addressing the office nearest you.

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Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

First Grocery Store Analysis Reveals Important Data

(Continued from page 348)

three items of macaroni, and one out of two of spaghetti. About half the items of bulk flour were profitable; but the losses were small on losing items, and the stock as a whole was found to be exceedingly profitable.

The grocers whose stores have been and are being surveyed have shown remarkably good judgment in eliminating items which have made a bad record. They have not discontinued all unprofitable items by any means, and have shown a willingness to judge losing items on the extent to which they encourage sale of other goods. This is usually shown by rate of sale and turnover, and there have been many instances where grocers have been able to turn unprofitable items into money-makers by stimulating sales, reducing inventory investment, and cutting selling cost by repricing on a basis of multiple selling units.

Bakery Goods

Bakery products are an excellent example of the class of goods which is valuable although it shows a loss. In the first store, there were very few profitable items in bakery goods, and profits were very much smaller than the losses. However, in almost all instances, demand, as shown by the sales, indicated loss items could not be eliminated profitably because of their effect on sale of more profitable goods. Therefore, several of the groceries have discontinued all effort to sell bakery goods, have simplified their lines, and are conducting the department at the smallest possible expense.

In bakery goods, one-third of the movement cost was found to be delivery expense. On all other goods, the average delivery cost was about eight mills on each item; the delivered orders averaged \$1.14 in cost, with a delivery expense of slightly less than nine cents.

Several grocers reported that a favorite selling argument of bakery goods salesmen is that their products are largely bought by cash-and-carry customers, and should bear a very close margin for this reason. But the survey of the first store shows that 74 per cent of all bread sales required book transactions, being charged and delivered, charged and carried away, or delivered C. O. D., as against only 65 per cent of the total volume. Milk products also, while they bear a very

close margin of profit, require book transactions on 67 per cent of their sales.

In two other departments fallacies were dispelled and evidence found to indicate a necessity for relief. It has been widely thought and argued that the volume of candy and tobacco in an independent grocery store is sold predominantly for cash. However, the survey of the first store showed that 44 per cent of all tobacco sold requires book transactions, and 49 per cent of all candy and soft drinks.

From the survey, so far, with the figures of additional stores rapidly accumulating, the indications are that most surviving independent retail grocery stores of the country are rapidly approaching a radical reorganization as to stock and merchandising practices. Although the survey has received comparatively little publicity as to details, a large number of retail grocers in all parts of the country have written for information and help, expressing an eager willingness to do anything indicated as advisable by the survey. There is no doubt that the effect of the final report on grocery retailing will be immediate and widespread and that manufacturers and wholesalers will find it necessary to make many changes in their processes and methods in order to keep pace with the new order of grocery distribution.

San Francisco Sales Managers Elect

F. Morris Rowles, of the Associated Oil Company, has been elected president of the San Francisco Sales Managers' Association for 1929-30. Mr. Rowles succeeds Guy Colvin, retiring president.

Other officers elected are: Garnet J. Weigel, Knight-Counihan Company, first vice-president; Robert V. Chandler, Howard Automobile Company, second vice-president; Archie E. Little, Western Union Telegraph, third vice-president; William H. Culbert, Wells Fargo Bank & Union Trust Company, secretary, and Edgar B. Jessup, General Office Equipment Corporation, treasurer.

The Magazine of Business, a McGraw-Hill publication, has removed its editorial, circulation and advertising offices from Chicago to New York City.

Index of Business Conditions

The low average of commodity prices is attracting attention and some unfavorable comment. Agricultural interests are mainly affected at present, the weakness being due to the fall in quotations for farm produce following indications of bumper crops. Wet weather is still complained of, but retail business continues good. April sales of the chains and department stores showed substantial gains. Of particularly encouraging augury are the figures for employment last month, recording a gain over last year of 6.2 per cent for factory operatives. Current total transactions as reflected by bank clearings and checks are at about the same level as 1928. Distribution of goods by railroads is on a larger scale than last year or in 1927. The credit situation is unchanged.

Total Transactions

Bank clearings in twenty-two large cities for the week ended May 9 totaled \$11,639,202,000, 0.5 per cent less than last year. New York had a gain of 2.5 per cent, while outside centers fell off 6.6 per cent. Debits against individual accounts amounted to \$18,301,118,000, up 8 per cent. Outside New York the gain was 1.6 per cent.

Distribution of Goods

Railroad freight filled 1,052,192 cars in the week ended May 4, 72,139 more than in 1928 and 25,431 more than in 1927. All classifications but grain were higher than last year, ore especially.

Margin of Profits

Average commodity prices were decidedly weak in the week ended May 10, the Irving Fisher index dropping to 95.7 from 96.7, where it had stood for three weeks previous. The break in grain and cotton prices and non-ferrous metals is chiefly responsible for this low level, the lowest of the year.

Credit Conditions

The money market was unchanged last week except for call rates, 7 to 10.

Alemite Acquires Dot

Alemite Manufacturing Corporation of Chicago has acquired the Dot Lubricating Equipment Company of Cambridge, Massachusetts.

These appropriate gifts multiply your sales contacts



YOUR customers will quickly find a host of daily uses for these handy optical remembrances—*your business friends will use a gift like this a dozen times a day.*

What more appropriate present could you give them to keep your name before their eyes? Imprinted with your name, a Bausch & Lomb glass will multiply your sales contacts—will present your name to customers more often than you can by personal calls.

For especially valued customers, the B. & L. Sport Glass is a personal gift of rare good taste. The Bausch & Lomb name will identify it to anyone as a glass of exceptional quality.

Write for literature and prices on the Sport Glass and other gift specialties.

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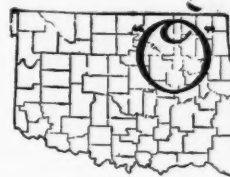
The FIRST Market in Oklahoma!

The Area Within a 50 Air-Line Mile Radius of Tulsa

ZONE "O" is the FIRST market in Oklahoma from the standpoint of wealth, compactness, accessibility, population and a newspaper coverage through which the national advertiser may obtain distribution at a low cost. The total area of ZONE "O" is but 7,853 square miles, with a population average of 630 persons per square mile. Tulsa is the Key City to this prosperous market by virtue of its central location, and The Tulsa Tribune is the newspaper of ZONE "O" by virtue of its concentrated coverage there. ZONE "O" is located advantageously for the national manufacturer, in the northeast portion of the State, being in close contact by airplane transportation, rail, telegraph and telephone with the great distributing points of the middle west. In ZONE "O" there are 87 towns having 249 drug stores and 1,002 grocery stores.

Plan to increase your sales volume in ZONE "O" through The Tulsa Tribune.

Write for the Book of Facts
ZONE "O," Tulsa's Market Area



The Tulsa Tribune

Tulsa's Leading Newspaper

EVENING

SUNDAY

G. LOGAN PAYNE CO.
New York - Chicago - Boston

GEORGE H. PAYNE, Inc.
Los Angeles San Francisco

Account Changes

HUPP MOTOR CAR CORPORATION, Detroit, (foreign advertising) to Rudolph Mosse, Inc., in conjunction with Lennen & Mitchell, Inc., New York. Effective July 1.

INTERNATIONAL CRAFTEX COMPANY, Boston, Craftex plastic wall paint, (foreign advertising) to Jordan Advertising Abroad, Inc., New York.

MABIE, TODD & COMPANY, New York, Swan eternal fountain pens, and desk sets, and Fyne Poynt pencils, to The Paul Cornell Company, Inc., of that city.

CLOVERDALE SPRING COMPANY, Baltimore, Cloverdale ginger ale, to Charles W. Hoyt Company, Inc., New York.

BRUNNER-WINKLE AIRCRAFT CORPORATION, Brooklyn, New York, Bird aeroplane, to Ray D. Lillibridge, Inc., New York.

HUBBARD-FLOYD COMPANY, INC., New York, distributors of construction equipment, (general advertising and editing of *Job Jottings*, house organ) to Grant & Wadsworth, Inc.

LAKE MAHOPAC AGENCY, INC., New York City and Lake Mahopac, New York, realtors, to Hazard Advertising Corporation, New York. Newspapers, magazines and direct mail.

LIGHT'S GOLDEN JUBILEE, international and national celebration of the fiftieth anniversary of the incandescent lamp, to Foster & Davies, Inc., Cleveland and New York. Magazines, newspapers and trade journals will be used by companies co-operating, as well as radio.

OLIVER FARM EQUIPMENT COMPANY, Chicago, to the Buchen Company there. National and sectional farm papers, trade papers, literature and direct mail.

THE HARTRAMPF COMPANY, Atlanta, Georgia, Hartrampf's Vocabularies (new book of synonyms, antonyms and derivatives) to Charles Austin Bates, Inc., New York. Magazines, newspapers and trade papers.

NEW ERA MOTORS, INC., New York, Ruxton front-wheel drive, to Cowan & Prindle, Inc., there.

ROQUEFORT ASSOCIATION, Roquefort, France, to Cowan & Prindle, Inc., New York. Newspapers and magazines starting in the Fall.

CANVAS LEATHER SPECIALTY COMPANY, Trenton, New Jersey, aviation clothing and supplies, to Winfield D. Davis Advertising Agency, Baltimore. Magazines and aviation trade papers.

HEEFNER ARCH SUPPORT COMPANY, Louisville, Kentucky, to Brinckerhoff, Inc., Chicago. Magazines.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order.

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SALES PROMOTION EXECUTIVE—A large Eastern Food Company, serving the retail trade, desires the services of a man capable of taking charge of Sales Promotion and Follow-up Department. Please give age and full particulars. Box No. 310, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES RESEARCH EXECUTIVE—A large Eastern Food Company, serving the retail trade, desires the services of a man qualified to take charge of Sales Research Department. Please give age and full particulars. Box No. 309, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

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teen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

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We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

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We Know **It's a Family Paper**

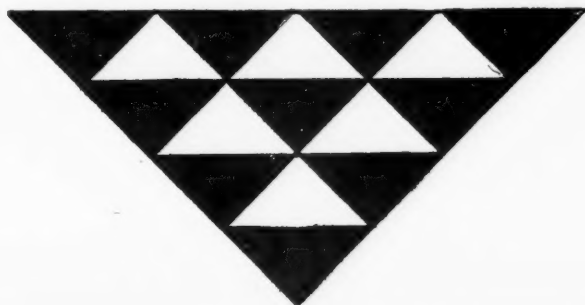
AN independent organization talked (not wrote) to 28,000 housewives and established the vital fact that 79.25% of the Chicago Evening American's city and suburban circulation (522,815 average, first 3 months of 1929) is "home-effective." In other words, received and read in family homes. And it is significant that of these "home-effective" copies of the Chicago Evening American, 50.63% are brought home by fathers.

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The biggest gains were scored in the city of Chicago. To roll up the largest city circulation ever attained by any Chicago daily newspaper, the Tribune sold more than 510,000 copies within the municipal boundaries of Chicago alone. This was a gain of nearly 17,000 copies over the daily average for the six months ended March 31st, 1929, and gave advertisers a 64 per cent coverage of the city's 795,983 families.

The Tribune's city and suburban circulation of 676,214 also hung up a new all-time high. Gaining more than 3,000 in suburbs alone, the Tribune gave advertisers the overwhelming coverage of 63 per cent of metropolitan Chicago's 1,067,767 families.

These gains place the Chicago Tribune in a better position than ever to do your Chicago advertising job. For volume sales this spring and summer in this two-billion-dollar market, concentrate your advertising in the one Chicago newspaper that now more than ever can do the job alone.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER